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How To Become A Knight of the Grip First Section



Issued by the
National Salesmen's Training Association

New York

Chicago

San Francisco

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How To Become "A Knight of the Grip"

FIRST SECTION



ISSUED BY THE

**National Salesmen's Training
Association**

New York

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INDEX

Opportunities in Salesmanship.....	3
The Value of and How to Study.....	12
Salesmanship.....	20
Applying for a Position.....	42
Forms of Making an Application.....	46
Instructions About References.....	51
Choosing a Good House to Work for.....	52
Securing a Contract.....	53
Salary vs. Commissions.....	55
Straight Commission.....	57
The Science of Salesmanship.....	58
The Application of Salesmanship to Trade.....	59
Getting Ready for the Road.....	63
Introductions.....	67
Preparing Samples.....	72
Displaying Samples.....	73
Specialty Salesmanship.....	75
Transportation.....	78
Hotels and Rates.....	79
Livery, Drayage, Bus, etc.....	81
The Salesman and Prices.....	83
Presenting Your Line.....	85
Suggestions.....	88
Displaying Goods.....	91
Self-Quiz Efficiency Tests.....	92

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HOW TO BECOME A KNIGHT OF THE GRIP

OPPORTUNITIES IN SALESMANSHIP A PROFESSION OF WORLD SCOPE

It is not too much to say that the wealth created in the entire civilized world through the manufacturing and business efficiency of the last half-century is more than was created in the six thousand years of development previous to that time. Much of this wealth is due to creative salesmanship and the distribution of most of it has come through efficient selling.

This is the day of the salesman. If you can be of service in the distribution of this vast wealth, you can name a price directly commensurate with your services.

Inasmuch as few men are far-seeing enough to seek what they need or want, it is the salesman's duty to call on them and give them a clear understanding of how his products or service meets their requirements. He must sell them, otherwise they will not buy.

COMPARISON WITH INSIDE WORK

There is an unlimited demand for salesmen today.

Clerical help is abundant. Professional and semi-professional schools turn out more graduates than can find positions. There is not only room for but a demand for the scientific salesman.

Few men are able to seize opportunities as they come. They lack initiative and self-confidence. The man who chooses Salesmanship as his profession is the one who will get out of the small salary class into something that is bigger and better—a profession that will enable him to think and work out his ambitions, and in which his earning power is based upon his training, personality and experience.

SERVICE IN SALESMANSHIP

The opportunity for rendering service in the sale of goods puts Salesmanship at the head of the professions in usefulness to mankind. To sell a legitimate, useful article to a customer who would not have had the benefit of it without your bringing it to his attention is to do him a favor.

Many a widow has thanked the insurance agent for selling her deceased husband insurance against his prejudices. Many an orphan has received an education from the payment received from the insurance people. The things that really benefit us most must be sold to us—it seems as though the things we desire most we need the least.

Cash registers remove temptation from the weak-moraled clerk. Many a young man has had his greatest lesson in honesty impressed upon him by the necessity of living up to the strict integrity demanded by the cash register. Men are creatures of habit, and anything that will make these habits good ones is a distinct benefit to mankind. Adding machines are bringing up book-keeping efficiency. Typewriters are largely responsible for the growth of the mail order business.

Men did not want the wonderful inventions of the past fifty years. Salesmanship is responsible for the general use of sewing machines, agricultural machinery, electric lights, gasoline motors, and most of the comforts of life we have today. Even shortened hours of labor, better pay, a better understanding between capital and labor, are the result of one phase of Salesmanship.

DEMAND FOR SALESMEN

If you will pick up any large city paper, you will find three or four times as many ads calling for salesmen as for any other single line of work. This enormous demand for men who can sell is brought about by the necessity of the producer moving his goods or service into the hands of that part of the public which will benefit by their use.

All large business concerns are constantly on the lookout for capable men who can help them keep their products moving toward the consumer. Any man who has trained himself in Scientific Salesmanship, and who has the confidence to sell his services, as well as his goods, will always find a place to use his training.

THE INCREASING FIELD

Each year scores of inventions come into being, many of which are of the utmost value to the public. But these inventions are not recognized as having such value until demonstrated by the progressive salesman. It is necessary, not only that an article have merit, but that attention be called to it, and kept centered on it, and the salesman performs this task with thoroughness and enthusiasm.

Special lines of business are now developing, and it will be the duty of the salesman to bring the advantages of these specialities before the public.

REMUNERATION

In no other field is there the opportunity of earning as much money as there is in Salesmanship. Here a man earns what he is worth; it is always possible for an efficient salesman to get a job and when he goes out after the business the more sales he makes the more money he earns.

An advantage the traveling salesman has is that, as a rule, he can save a good part of what he makes. He is on the road most of the time, and does not pay out much of his salary or commission for living expenses. If he is married, however, he may have his home in a town where he can get convenient transportation to and from his field of activity.

There is always a chance for the man who is out to sell things to run across a good opportunity, and, being trained to seize such opportunities, he can turn them to good advantage. Many salesmen make investments that make them independent long before the average man is getting a real start toward success.

ADVANCEMENT

Most executives come from the men who sell things. It is recognized by business men that the man who can sell, who can handle his customers, who can give a good account of himself on the road, is a safe man to trust with authority in the home office. Thus it is that many salesmen are taken off the road and become Sales Managers and executives in the main offices of the firm.

There is also the chance that the salesman will be put in charge of some branch office, or that he will buy out one of his customers and go in business for himself.

As the salesman's success depends in large degree upon his personality, it is necessary for him to develop it to the highest degree. This gives him influence over other men, and puts him in line for political preferment, or other fields of public endeavor, should he care to prepare for them.

Many successful salesmen have become lawyers, and their broad knowledge of human nature, as well as their keen insight into the best methods of influencing others through argument and persuasion and suggestion have made them unusually successful, many of them rising to the higher positions as corporation lawyers.

SOCIAL OPPORTUNITIES

To the man who likes to know people, to develop that exceptional knowledge of human nature, that so many of our big men assert is the basis of their success, Salesmanship offers abundant opportunity. To the man who values friendship as one of the big things in life, no other profession can compare with this.

This knowledge of human nature, which makes it easy for the salesman to mix with any class of people, brings him a welcome wherever he goes, and insures the good-will of friends and acquaintances. The salesman is thus surrounded with social as well as business opportunities.

EXECUTIVE POWER

As a salesman, your constant association with men of all classes gives you knowledge of their characteristics and how to handle them. You will have wrested success from contact with many a big man, and this ability will be of the greatest value, should you ever get into an executive position.

By meeting big men, you get bigger ideas. You learn their plans and methods and get self-confidence that will help you achieve. The time will come when an opportunity to work your own plans will be presented, and then it is up to you to make good. Careful attention to your work as a salesman is the thing that is going to make the larger opportunities become real.

Executive positions are waiting for the man who knows his business and who can apply the principles of salesmanship.

THE PROMOTER

The field of promotion is really the highest and most exacting form of Salesmanship. The richest men in the country are men who have promoted enterprises, and who have won out with the plans they promoted by their Salesmanship ability and experience.

If you seek great wealth and great honor in business, be willing to put in much effort to attain it, as the men who have made good in promotion are the men who have been willing to work hardest.

TRAVELING

Would you like to travel and see your country—or the world? Here is your opportunity. The salesman will often travel from the lumber district of Maine to the alkali deserts of southern California. He will see the pecan groves of Florida, and the cotton fields of the Southland. He will become familiar with the wheat belt of Kansas, Nebraska, and the Dakotas. He will see the fast-growing cities of the Middle West. He will see the moun-

tains and the valleys, the lakes and the rivers and the seas. He will see city, village, and country life.

In all seasons of the year the salesman can see Nature in her beauty. He will travel much and will learn and broaden his vision. He will become familiar with new landscapes, with all types of his countrymen, and will learn the customs of all kinds of peoples. He will learn to be all things to all men, and he becomes a man of men by associating commercially and socially with them.

He can, if he wants to, see the ruins of the Old World, and the waterfalls of the New. He can see the world as it is. He can become a world citizen, for in traveling abroad, he will know foreign lands as well as he does his own. He will know people, not only because he has seen them, but because he has lived with them, because he has in a sense become a part of them, and thought, acted, and done business with them.

EDUCATION AND CULTURE

Is it education you want? Salesmanship will encourage you to learn all you can, for it offers opportunity for use of all you can learn. Is it culture? Meeting people and finding out their likes and dislikes will bring you the consideration for others which is the foundation of true culture. As a salesman you will meet people who are refined and educated, if you will only prepare yourself for such opportunity.

The study of Salesmanship includes almost the entire range of human activity, and it is in itself a broadening influence without equal.

If you need time for study, the hours of Salesmanship are not so long as to make it impossible for you to develop your mind. Between trips or studying on trains, many salesmen have mastered foreign languages, thus preparing themselves for special service in foreign countries. Today there is an excellent opportunity for the man who will study Spanish, on account of the steadily increasing demand for American goods in the Latin-American countries.

BROADENING OF VIEWPOINT

Among men who are alive to the better things in life, a chief source of pleasure comes from broadening their fields of activity, or from learning about new lands, new inventions, new methods, new peoples. In salesmanship there is a wonderful opportunity to satisfy the most exacting ambitions of a progressive man. Here he has a profession which will pay him for every bit of knowledge he possesses or acquires. This will pay him for his personality, will return dividends for each hour of work he puts in, will give him full play for all his abilities and talents, and will make him a man in the full sense of the term.

SALESMAN CAN DO WELL BY HIS FAMILY

The earning power of the average salesman is considerably above that of the average man doing inside work. For this reason he is able to give his family all the necessities of life and many luxuries. This the average inside worker cannot always do. Furthermore, the inside worker has little hope for the future. The salesman, if he pays strict attention to his business, and develops himself, is always able to get a better position as he grows in experience. He is always able to earn more money than he did the preceding year. While it is true that the average office worker, or semi-trained man, gets certain increases in salary or income, these increases are smaller and do not come nearly so quickly as to the salesman, inasmuch as he is the profitmaker of the firm.

Not only can the salesman provide the comforts of life for his family, because of his greater earning capacity, but he can occasionally take his wife and children on trips throughout the territory. He can educate his children better. Furthermore, he learns the value of giving them better physical training, better minds, and stronger personalities, because he knows the principles underlying development of character.

WILL-POWER, INITIATIVE, SELF-CONFIDENCE

Do you want to strengthen your will-power? Get into Salesmanship! By overcoming any opposition that you meet, you develop your will-power and initiative. Initiative is the ability and courage to step forward and do things. Without it no great success has ever been achieved. Noted men of letters, science, art, physical prowess, of finance, of statecraft, etc., have all possessed this quality to a marked degree.

If you have ability, and do not know how to get full value for it, Salesmanship will give you the self-expression and self-confidence that brings you greater success. Timidity will be overcome. You will learn how to assert yourself so you can take your rightful place as a man among men.

BE YOUR OWN BOSS

As a salesman you are practically your own boss. While you are directly under the Sales Manager, you supervise your own work. It is up to you to make good, and knowing that it is up to you to make good, **YOU MAKE GOOD**. The danger of being your own boss is that you will not apply yourself as assiduously as you would if you had to punch a clock, but development of the success qualities will give you the power of self-control, and you will be your own master—not the slave of your negative qualities.

Some men cannot work without supervision. As a salesman you acquire the ability to do things without being told. Should you ever go into business for yourself this training will enable you to win success through controlling your time and energy, and turning it into profit.

THE "I WILL" SPIRIT

The motto of Chicago is "I will." It is expressed in the attitude of her citizens, as well as in the financial power and prestige of her men.

Burned down by fire in 1871, she has risen from her ashes until today she is the leading market place of the

Middle West. She is second only to New York City in population. Yet, less than fifty years ago, she was a mass of smoking, smouldering ruins, thousands of her people homeless, seemingly without hope for the future.

Chicago was a pioneer town. Her people had initiative. They had faith in themselves. They had the hardy virtues of the pioneers of all time.

When the flames were out, in the spirit of Chicago there was kindled a flaming torch of desire that determined her future, a desire to rebuild herself before the world and become greater than ever before.

Calmly and serenely she sits today at the foot of Lake Michigan as an example of the "never say die" spirit.

WIN ON YOUR MERIT

As with cities, so with individuals. Opportunities await those that have the initiative to turn creative abilities into channels from which results can flow.

Look about you! Your opportunity today is as good as ever before. Make your life count for something bigger and better in the future than it has counted for in the past. Grow! Improve! Be a better man! Success should be yours! Make it yours through the dominating power of your Will.

The financial, industrial, and commercial world hinge upon Salesmanship. With the knowledge you obtain from this course, your opportunities for success will be greatly increased. You are now learning the world's greatest profession, and you are going to be worthy of all the rewards that can come from such a calling, if you apply yourself as herein outlined.

Lift up your chest. Take a deep breath. Go out, looking each man squarely and courageously in the eye, with the realization that soon you too will be rendering greater service to humanity, as well as increasing your own personality and earning power.

THE VALUE OF AND HOW TO STUDY

STUDY TO LEARN

There is only one reason for study and that is to learn facts and principles that will be of value to you in increasing your income, usefulness, and happiness. You are taking up this Course to develop your power in Salesmanship. In order to reap the full benefit, you must master the principles and laws herein outlined. Study to learn. Get right down and dig out every thought contained in the lessons which follow. Once you master this Course and develop your mind and body and will in harmony with the principles of Salesmanship, you are an assured success.

It is true that you may understand many of the principles and laws herein set forth, but the only way to know that you understand Salesmanship, from your past experience, observation, and education, is to sell goods. If you already understand many of the principles it should be an encouragement to you, and should spur you on to master those things which you do not know.

The lessons contained in the four textbooks have been prepared with the view of "Telling you what to do" and the lessons in the three bulletin books, or rather, lectures or talks on the lessons found in the textbooks, have been prepared with the view of teaching and illustrating to you "How to do it."

MASTER ONE PRINCIPLE AT A TIME

The only way you are going to master the facts, ideas, and instructions contained in these lessons is to take one sentence at a time and get the thought out of that. The only way you can eat a bushel of nuts is to eat one nut at a time. You cannot eat an entire bushel of nuts in one day, but it would be a simple matter to eat that many nuts in several months by eating a dozen each day. There is this difference, however. The capacity of the mind is unlimited, while the capacity of the body is lim-

ited. Therefore, keep your mind right on this subject, and you may add even a hundred new facts and ideas to your mental capacity each day as you proceed with the Course and when you are finished with these lessons you will have a broad and practical knowledge of Salesmanship.

IF YOU WANT SUCCESS, YOU WILL PROGRESS

A desire to learn and ability to read and apply what you learn is all that is necessary for the average man or woman who wishes to improve.

Thousands of men and women are now making a success of Salesmanship through the principles taught herein and you may be sure application on your part will bring you the continued progress and ultimate success you hoped for when you enrolled with us. With the careful education and training we are outlining in these lessons, there is absolutely no excuse for failure. We expect you to be a success. Think of yourself as becoming a salesman through this study, and you will develop rapidly.

GET A DETERMINED MENTAL ATTITUDE

A man's mental attitude when he begins a task has much to do with the results he obtains. If you believe you are going to succeed you already have the battle half won. Refuse to think of failure. If a man thinks success, talks success, dreams success, he is so busy with success-thoughts and with success-actions that he soon forces society to recognize him as a success.

STUDY HARD TO WIN SUCCESS

"Study without ceasing." This does not mean that you are to devote all your time to reading. Sleep is a necessity. Most men require eight hours out of each twenty-four. There are left sixteen hours out of the day which you can use for self-improvement. Study requires that you keep mentally and physically wide-awake. Every minute of the day you should be reading, observing or

working; or you should be thinking over what you have read, what you have observed, or what you have experienced.

Suppose you have a competitor who studies an hour a day and thinks that is enough. If you make your daily work one continual study, in the broadest sense of the word, you have a tremendous advantage over such a man, because you are analyzing and classifying your experience and the experiences of others, and making them a part of yourself. Therefore, you are getting the truest kind of an education, the most effective kind of knowledge, because you are making your education practical as fast as you acquire it.

STUDY AT ALL TIMES

If you are situated so you can study this Course at a set time during the day, do so. When you have once established the habit of studying a certain number of hours either before breakfast, after breakfast, after supper, or during any other set time in the day, it will be easy for you to accomplish good results at that time. But you must not neglect your spare moments. Time spent in riding on street cars, on railroad trains, waiting for your meals, going to and from work, etc., can in most cases be put to actual study.

REST IS AS IMPORTANT AS STUDY

Some over-ambitious students forget that rest is as much a part of real study as the actual concentration itself. After you have read for fifteen or twenty minutes it is a good idea to take your mind off your subject entirely for a minute or so and let it dwell upon nothing in particular. Of course, an active mind always has thoughts and when you study you have your mind positively focused on the subject in hand. The idea is to mediate: that is, just let the thoughts come to you rather than try to seize them through concentration. Meditation is the way to rest your mind after mental exertion. Many of the

best thoughts you will have will come to you when you are in this subconscious state of mind.

You probably think that your heart beats without ceasing, but physiologically this is not the case. Your heart rests a definite part of a second after each beat. First there is an action and then a rest. This is repeated day and night for the length of a man's life. Because of these short intervals of rest the heart is able to do its work as the pumping station of the blood year after year without wearing out. Remember this illustration when studying. You will keep your mind in perfect condition and get better results if you give yourself a chance to rest when studying.

We observe and study with our eyes and when they are tired nature forces the lids to droop and we sleep. After the mind is rested and the body resumes a normal state we awake and find it is just as hard to keep the eyes closed now as it was to keep them open when tired. Do not be afraid of over-study, if you take proper rest periods. Use every precaution to study in pure air and with the light so it will not strain the eyes by shining into them, and then pursue your study with all your powers.

CONCENTRATE WHEN YOU STUDY AND YOU WILL LEARN

Concentration is the basis of memory. If we should ask you to describe the greatest fire you had ever seen, you could probably do so almost in detail. You remember how it looked for years after it took place. The reason is that your mind was focused upon that fire through the interest you had in seeing something unusual. This goes to show the power of memory. You can use this same power in daily study IF YOU WILL by giving intense interest to the one thing that is before you, and considering it for the time being the most important thing you can do.

Power of will also comes through concentration. You

will not concentrate unless you have the will to do it. If you have the will power you can force yourself to think of one thing at a time, and this is concentration.

BECOME A SPECIALIST AND WIN REAL SUCCESS

The Jack-of-all-trades had his place in a day and age of inefficiency. Today a man must be a specialist to win unusual success. There is hardly room for the man who knows many things but nothing unusually well.

This does not mean that you cannot know more than one thing. You may be proficient in half a dozen things; but you must be especially qualified in one line to win success. If you are thinking about a good time when you are reading and studying, you are not going to succeed as well as you would if you thought only about the task in hand. Much mind wandering will make you a dyed-in-the-wool failure. You may not be interested in your present position or your present line, but you are not capable of judging whether you are really interested in it or not if you have not studied it.

What do you know about your present position or line of work?

Maybe it is the most interesting line in the world. Superficial information is not sufficient to tell whether you like it or not. You have met some person who, on being introduced to you, did not become interesting but who, on further acquaintance, became a warm friend. The same thing is true of work. The only way you are going to know whether or not you like it is to find out all about it. You can teach yourself to like any good food or drink. In the same way you can teach yourself to like your work.

GET THE THOUGHT NOT THE WORDS

A clear illustration of the difference between getting the meat out of a subject and superficial study was given by a Physics professor. One day he told his class to memorize several definitions. The next morning he had

each person in the class recite the memorized definitions. There were about twenty in the class, half were young women and half were young men. In every case the young women gave a word-for-word recitation of the book definition. The young men, on the contrary, gave the definition in their own words. The professor said that he had tried that same thing out year after year and found that the young women always memorized the words without getting all the underlying principle, but that the young men studied the principle and could therefore tell about it in their own words. He said that this mental difference between the attitude of men and women was responsible for the success of men in mechanical lines. The girls in any High School in the land average higher in their grades than the boys, and yet even some of the brightest girls fall down when it comes to making actual use of their knowledge. The boys on the other hand learn the principles, possibly because they are too restless to memorize, and are able to apply these principles in after life. This will clearly show you the value of learning by principle as against learning by rote. If you think as you read you will benefit every faculty of your mind. While this course analyzes different traits of mind and body separately, the mind and body are one and you must put yourself into your subject to become a successful salesman.

WRITE DOWN YOUR OBSERVATIONS, ETC.

Carry a notebook with you and jot down such thoughts or facts as come to you through observation and experience, and any ideas that come to you while studying these lessons. If you want to remember anything write it down. Many successful men have found it an advantage to write down thoughts, or a name and address, or anything else they wanted to remember, on a slip of paper, even though they afterwards tore it up.

If you develop your power of memory you will be a better trained man than if you have to depend entirely

on a notebook. Your mind can be trained to retain messages as perfectly as a notebook would retain them. Through the five senses the mind photographs objects and impressions in much the same way as does a kodak. The average person has two or three billion brain cells. Each one is capable of retaining an impression. You have sufficient capacity to attain a large degree of success if you use even a small part of your brain cells in storing objects and impressions.

When you can take a book and read it through and master the contents with one reading you may consider yourself a truly educated man. After thus reading through a book you should be able to answer any question that is asked you clearly and intelligently. This is the concentration you should aim to attain.

STUDY TODAY AND EVERY DAY TO SUCCEED

You have no absolute assurance that you will have time to study tomorrow. Therefore study today. Analyze your observations and experiences and reading today. Use your judgment today. Your judgment improves through use. If you respect yourself, certainly you will consider that you are worth improving.

If you had a valuable piece of farm land you would plant it in crops and not let the weeds grow. Many a man has in spite of the weeds in his nature developed a strong character, but the strength of his character did not come because of the weed growth, but because when he once started to develop the crops he was forced to fight extra hard to get rid of the weeds. Indirectly the strength of his character depended upon overcoming those obstacles. Most of us, however, have enough to overcome in our make-up that it is quite unnecessary to encourage the weeds or negative qualities in order to have something to overcome.

STUDY FROM THE BEGINNING TO THE END

If you are curious you will naturally read the last part of a lesson before taking up the first, but if you have self-

control you will start in at the beginning of each lesson and study straight through it. That is a man's way and you are a man-builder.

Resist the temptation to read ahead of where you have actually mastered your subject, and you will develop power of will. Power of will, as we have said before, is the basis of education. The harder it is to master any particular point in these lessons the harder you must concentrate and think and reason and analyze to get it. Get each point as it comes up, or you will not get it at all.

Know the laws and principles outlined in this Course so well that your study, observation, and experience become a part of you. Then you can put your education to practical use. Live this Course day by day in order to get true benefit from the time and effort you put into it.

It is unlawful to cash a check without having money in the bank to cover it. If you try to succeed in life without a proper investment in yourself, you are bound to suffer sooner or later. The safe way, and the only sure way, is to invest in yourself and then draw coupons on your education and experience.

SALESMANSHIP

RELATION OF SALESMANSHIP TO BUSINESS

What the sun is to the earth, Salesmanship is to business. Without the creative power of the sun all plants would die and the earth become a desolate wilderness of barren deserts and ragged mountain ranges. Salesmanship is the force that keeps business moving. Transportation, coal and iron and copper mines, steel mills, postal service, the skyscrapers—these elements in our modern life owe their presence to creative salesmanship, to the ability of the salesman to keep products of mind and hand moving from the producer to the consumer.

Salesmanship is the creator of happiness, the bulwark of continued efficient service to humanity. Without the creative force of Salesmanship, the greatest inventions would have rusted away without ever reaching the user. People do not seek new things. They more often fight against them. The man or set of men who see a profit in an article, who believe they have the ability to convince the public of its value, who have the courage and the imagination to sell it—these are the men who force the general mass of mankind to remake themselves to fit the new conditions, to use improvements, or to do any particular act that will help the mental, physical, or moral progress of society.

COMMERCIAL IMPORTANCE OF THE SALESMAN

Salesmanship is the driving wheel of commerce. The individual salesman is a cog in the wheel that keeps it moving. To be able to match wits with successful business men, and to persuade them to do his will, is the salesman's inspiration. Meeting men, and selling goods, have developed many a salesman's personality until he has become one of the giants of business.

Salesmanship is work. It is hard work. It is man's work. From it you will earn all you seek and demand.

It is worthy of the mettle and genius of any man. It will develop the success qualities in you. It will make you enthusiastic, optimistic, energetic, self-respecting, self-confident, and alive to your-self-interest.

DEVELOPMENT OF SALESMANSHIP

Even before the dawn of our modern civilization, people came together for the purpose of exchanging their products. First it was done man to man. Later there was a trading ground or station where the members of a tribe or community gathered. Coming nearer our present time, the market place became the exchange center, much as it is in the foreign settlements of our great cities. In more civilized countries, especially in the smaller towns, the typical country store took the place of the community market. Here a man could trade produce for goods, or buy for cash.

The modern battle for business has largely displaced these inefficient methods in the great centers of population, and we now have our department stores and other large institutions where money is the only medium of exchange, and many of these concerns employ thousands of people to serve the general public.

Not only have institutions taken the place of small trading centers, but continued competition has forced business men to seek new customers outside their immediate vicinities. As the business man cannot well leave his business in the hands of others, and as he is more of an executive than a business getter, he delegates this power to one or more men who have come to be known as salesmen, traveling salesmen, commercial travelers, etc.

BEGINNING OF MANUFACTURING

The present industrial system came into being with the application of the steam engine to industry, several generations ago. The first unit of production was known as the family or feudal system, where the family and its

servants and slaves produced their own goods for their own use and consumption.

Then as men threw off the shackles that bound them to their lords or masters, the handicraft system developed. In this system an artisan used his own material and his own tools and worked up the finished article in his own home, after which he sold or traded to the customer who had ordered it. At this stage of society, initiative, as we know it today, had hardly developed. The workman did not get goods ready for the customer but made them only when he had the customer in advance. Our present-day custom tailors and our custom shoemakers are survivals of this time.

Then as time went on the domestic system of production developed out of the handicraft system. Men of business sense saw it would pay them to buy the workers' products and then resell them to those needing them at a profit to themselves. These merchants got into competition with one another. They began to buy the materials, turn them over to workmen who manufactured them.

The artisan still was the owner of his tools, and he was helped by his family in turning out his goods. He usually lived on a small plot of ground where he could raise his vegetables and have domestic animals. The sweatshop home workers of our large cities are a survival of this age.

PRESENT INDUSTRIAL SYSTEM AND SALESMANSHIP

Finally, we came to our present development through the great mechanical inventions brought forth about the time of the American Revolutionary War. The application of steam power to manufacturing brought us to the factory system of the present day. Here the tools became the property of the employer. Also, the factories were more or less big buildings and were occupied by the finest machinery available.

To be near their work workmen began to build homes near the factory. Cities sprang into existence and the factories became the centers of great masses of population. As capital increased and machinery was improved it became possible to increase the varieties of articles produced by a single factory, as well as the number of the same article it could manufacture.

As the railroads and steamship lines were developed, as the telegraph and the telephone and the newspapers spread information, as men and women began to travel more, outlying communities realized that they needed the products of the manufacturing plants. Therefore the factories constantly added to their size and soon grew into massive concerns, in some cases employing thousands of men and women and children.

FACTORIES INCREASED COMPETITION

Competition has been constantly increasing under our factory system, and the business man of the present day is forced to use methods that will enable him to make a profit and at the same time sell his goods at the lowest possible price. Hence, he is on the lookout for the Efficiency Engineer and the Scientific Salesman.

He must keep costs down and keep selling on the jump to make money. Thus he has had his attention called to the selling, as well as the producing end of his business. He finds that by increasing the amount of a given article he can decrease the cost of handling it. But he must sell the larger amount of goods produced, and here is where he must have the salesman's help.

COMPETITION FORCED EFFICIENCY IN SELLING

When competition became keen, business men, as individuals first, and then in co-operation, realized that interchange of ideas between salesmen would undoubtedly enable the inferior or inexperienced men to absorb at least some of the good ideas and plans of the result-getting, more experienced salesmen—those men whose names

were synonymous with big orders and good service to the firm and customers.

When these salesmen got together it was discovered that the best of them used ideas and plans in getting business and rendering service that conformed to easily recognized principles of thinking, conduct, and action. As bigger bodies of men came together, it was discovered that the ideas and plans of all successful salesmen lined up with definite regard for the principles worked out by the smaller groups.

Then it became known that Salesmanship was a science as well as an art, as true and certain in its potentialities as any other science, except, perhaps, the exact science of Mathematics.

WIDE-AWAKE SALESMANSHIP OVERCOMES COMPETITION

The human element is the most important part of selling. Be a success thinker to be a success-seller. A big part of your power is the enthusiasm you show. Business men are today realizing the value of the science of Salesmanship as a man-builder. They must have men. They must have men of confidence, self-control, thought-power, and energetic habits.

The science of Salesmanship is the analyzed and synthesized experiences of thousands of trained salesmen. It is the purpose of this Course to outline the principles that underlie the successful selling so clearly that all who read may understand and apply them. These principles are not the result of theory, but come from the actual selling experience of men whose powers are what you want yours to be. You, too, can succeed by learning and applying the same principles as these men have used to become successful.

STANDARD METHODS RESULT FROM THOROUGH KNOWLEDGE

There are two sides to any fence. There are always

two ways of making a sale: one is efficient, the other is inefficient. The efficient way is the better way, and brings bigger and quicker sales. The inefficient way may bring mediocre success, but in these days of keen competition, mediocre success is equivalent to outright failure when a competitor gets busy with progressive ideas and methods of selling.

When business men after investigation decide they have found the most efficient way they adopt it as a standard. Henry Ford has standardized his automobile, and he can turn out two thousand or more cars a day, all alike and all efficient road runners. When a selling method has been proved good in a particular business it is usual to adopt it as a standard for all the salesmen.

The efficiency of a salesman depends entirely upon the amount of profitable sales he makes. You, as a salesman, are going to succeed in proportion as you substitute exact knowledge for guesswork. Your value to your employer is primarily dependent upon selling goods in a better manner than the other fellow.

THE SALESMAN SUPPLIES NEEDS AND WANTS

You have certain wants and your existence and happiness depend upon satisfying a great number of them. Some things you want more than others. Some things you will sacrifice a great deal of time and money and energy to obtain; others do not attract you with sufficient power to demand initiative on your part.

It is because you, and the millions of other individuals composing society, seek to satisfy your wants that wealth is produced in its varying forms, and then consumed. Salesmanship is necessary because of a universal demand for goods to satisfy human needs. As civilization grows more complex, the needs and wants of the average man increase, and through the gratification of these needs and wants he reaches a higher social plane. You, as a salesman, are helping to distribute the products of mind and

hand more equitably among men, and are doing a distinct social service. You may well be proud of the profession you have entered, which is so closely bound up with the continual betterment of the conditions of mankind that it may well be considered the greatest single profession in the world.

WHY GOODS OR SERVICE IS FOR SALE

The only reason for producing goods is to satisfy the needs or wants of those who would use them. Goods are produced either for home use or for sale to outsiders who may want them. Not many years ago the goods needed by the average family were produced in the home itself, but since the beginning of the modern industrial system people depend almost entirely upon others who are specially trained, and who have more efficient tools, to satisfy their needs and wants. The basis of business today is the production of goods for sale at a profit.

Goods must satisfy either human needs or wants. It is not necessary that the public feel the need for the goods. It is only necessary that the goods fill a need, even though the prospect himself has not recognized that fact. It is the business of the salesman to teach the public the value of his goods. Even uncivilized human beings need food, clothing, and shelter. On the other hand, civilized beings not only require that these fundamental needs be satisfied, but also that many other things that bring satisfaction be supplied for their pleasure or happiness. Here again the creative salesman does real service by selling the prospect goods he does not want but which will be satisfactory to the purchaser when used by him.

CIVILIZATION RESTS UPON SALESMANSHIP

Practically the entire industrial and business growth of our present civilization rests upon Salesmanship. There is a continually larger demand for better goods. Although not generally known, it is recognized by those on the in-

side of business that it is easier to manufacture goods than to successfully market them.

It is of no advantage to a business man to have a well-stocked store if he has no customers. He must get the customers and keep them coming time after time—when-ever, in fact, they need goods in his line. Almost any business or profession you can name uses the principles of Salesmanship to a lesser or greater degree in marketing its products, whether they be of brain or hand, or both.

COMMERCIAL SALESMANSHIP DEFINED

Salesmanship from the commercial standpoint may be considered as the ability to convince and persuade people to buy your product at a profit to yourself and with benefit to the buyer.

The keynote of successful selling is to give the buyer satisfaction until your product has been consumed or has served its purpose, so that the buyer will recommend your goods to others if others are interested in such goods or service. The Salesman's benefit is always a definite profit, the buyer's benefit is service and sometimes profit.

SALESMANSHIP IS PROGRESSIVE

While the results already obtained from the study of Salesmanship have been little short of wonderful, the possible results are of still greater consequence to mankind.

The beginnings of our present day Salesmanship came after the Civil War, when manufacturing began to be felt as a power in the nation. Even until the beginning of the Twentieth Century, however, it was considered that salesmen are born, not made by any artificial process such as study. But the invention and development of the telegraph, the telephone, the typewriter, the adding machine, the automobile, the aeroplane, the submarine, and the other wonders of our increasingly wonderful age, seemed to clear the cobwebs from the minds of men, and brought them to a realization that Salesmanship itself is capable of just as great development.

Scientific Salesmanship demands that each and every sale be based on knowledge, and conducted according to a reasonable application of that knowledge. Time and energy saved, profit received and service rendered, are the fundamentals of a successful sale.

EFFICIENCY VS. RULE OF THUMB

A few years ago business men did not understand the how, and why, and wherefore of conducting a business successfully. They left almost everything to chance. They guessed. They hoped. They wished. They did the best they could under the circumstances. They did not intensively cultivate their fields of service. They did not go out to new fields to sell their goods.

Here and there, it is true, a man was to be found who knew the underlying facts about his business; but this type of business man was an exception, not the rule. How could men understand the fundamental relation of all business when they had not gotten together and talked things over; when they had not exchanged ideas and experiences through the printed page; when they had not yet even begun to realize that the experiences of others would help them in their particular business?

In the old days, before efficiency had found a place in business, the man who could meet his bills and show a good front was a business success. The average business man gauged his success by the size of his bank book. He did not realize that he might have lost more in a year in waste and unmade sales than he had to his credit. But what he did not know did not bother him.

This inadequate method of getting results would hardly be successful in these modern times when competition has become so keen that profits are based on the volume of goods sold at low margins, rather than on the large profits obtained through the individual sale. The modern salesman and business man makes efficiency his watchword.

SALESMANSHIP MET WITH OPPOSITION

When Salesmanship came into prominence as a science, some very capable business men questioned its usefulness. It was new. That was enough to cause it to have many enemies. Rule of thumb men, many of whom had been successful under the unorganized conditions that we are only now leaving behind, felt that selling could only be done by natural-born salesmen, and, because they held so much reverence for the men who were actually producing the business, set themselves up to discredit the "up-start" science. And this attitude was encouraged by many "natural-born salesmen," who would necessarily oppose anything that would tend to train men to take their business away from them.

The increased results, however, obtained by the newer scientific salesmen soon brought these men into the fold, until today it is difficult to find a modern business man who is opposed to learning Salesmanship in the same manner as other scientific subjects are learned; first, by theoretical study; and, second, by actual practical experience.

EFFICIENT SELLING BASED ON SCIENCE

The facts pertaining to any line of activity will, when classified, enable a trained mind to understand its laws and discover its principles. Principles, when established as true and universal in application, make science.

As Salesmanship is based on the underlying principles used by successful salesmen, as far as it has been possible to gather them together, it may be considered a true science. No matter what device a man sells, it is going to be sold in accord with recognized principles of Salesmanship, whether the salesman himself realizes he is using them or not.

VARIATION OF PRINCIPLES

When a principle has been established, variations can be as numerous as the branches on a tree, but each

variation when examined in the light of reason and science will be found to conform to the principle itself.

It is an easy matter for a scientifically trained salesman to enter an entirely new line of work and make a success of it from the first. The fact is that when a scientific salesman changes the goods he handles, he is only changing one element in **SALESMANSHIP AND BUSINESS SUCCESS**.

Efficient selling is one of the most important things in bringing business success. Business success results from profitable turnover of goods or service. If a sufficiently large amount of goods is not sold there will be little or no profit, as the overhead will eat up the income.

Wise buying, low costs, and good selling are the three fundamental elements in profitable business. If these are not properly handled the business is on the road to failure. It is true, however, that many business firms are making money because of efficient selling when the other two elements of their business are in bad condition. Hence, when an inefficient business can succeed through efficient salesmanship, the value of a good salesman is self-evident.

Good selling is the driving power of a business. If sufficient goods are sold at a profit the other elements will gradually be taken care of. A business man who has a good selling force has a decided advantage over his competitors, and may even indirectly force them out of business.

Salesmanship is the most important element in the exchange of goods. Its influence on business can hardly be overestimated. Yet it is the one element that is most likely to be neglected by the average business man. Master it, and the field of honorable success is open before you.

SALESMAN'S RELATION TO BUSINESS

Business growth depends upon the ability of the salesman to obtain and hold and satisfy the customer. This

is the reason why the science of Salesmanship, which teaches just these things, is so important a part of the business scheme. The executive or manager may be thoroughly proficient in buying and in keeping the cost of producing the goods ready for sale to a minimum, but if the salesman does not bring in the orders with a profit attached, the business is not making progress, and may be on the down grade. Really efficient salesmen are hard to find; they are the most prolific cause of business development and success. Upon the man who can sell the goods quickly and keep the friendship of the customer rests our entire system of doing business at a profit.

GOODS MUST BE SOLD

No matter how good an article is it will not sell itself. The world will not seek your product, even if it is better than any other of its kind. The world is a big place, with millions of inhabitants in it. You have a dozen friends and a hundred personal acquaintances, a few of whom perhaps are possible customers. In the world the same proportionate number of people will be interested in your product. There may be enough people who want your product to make you rich, but an efficient method of getting at them is necessary, or your goods or service will be of no value to mankind. The world will know about your product if you go out and tell about it. That is the profession of Salesmanship. Other professions wait for results. Not so with the busy, active-minded salesman.

WELL KNOWN ARTICLES SELL EASIER

If an article is well known customers can usually obtain it at about the same price elsewhere, so it becomes the duty of the salesman to convince the customer that he should purchase from him or his firm. The personality of the salesman has much to do with bringing this condition of sale about. After the service or article is sold, it becomes the duty of the salesman to keep the friend-

ship of the customer, and the duty of the house to give the customer some definite service that he cannot get from another concern in the same line, so he will continue to buy.

Competition is keen today. It is becoming keener day by day. Success is becoming almost impossible for the untrained salesman to attain. But the rewards are greater than ever before. It is just as important to get the customer as a permanent acquisition as it is to render him unusual service or give him value for his money.

PROFITS AND SERVICE

Business today rests upon many sales at a small margin of profit on each individual sale. Competition has compelled both wholesalers and retailers to sell more goods or deliver a better quality of service at a smaller profit than was the case a few years ago. Hence it has become important that the business man increase the number of his customers in order to earn the same amount of money he did a short time ago. It is also true that men demand a better living than they did before, and this makes them go out after still bigger profits; and, because of keen competition, they must make these increased profits through larger sales and more sales.

It has therefore become an important part of business today to increase the selling ability of the individual salesman. The salesman himself has an overhead, or necessary general expense, in much the same way as has the firm. This reason, as well as those above set forth, show that anything that helps increase the sales-closing efficiency of the average business getter is of value to the employer.

FUNDAMENTALS OF SALESMANSHIP

You must know not only how to sell goods, but also why you say each word and do each act in the conduct of a sale. Many men can sell goods, but cannot tell why they sell them. Not so with the scientific salesman. He knows and he does. After you have the interested

attention of the customer, you must know what to do next and how so you can proceed with him fast or slowly, according to the workings of his mind. You should become so familiar with your selling talk that an interruption by the customer or by an outsider, even when it does not bear on the sale, does not disturb you.

✓ The best salesman is the man who can concentrate his entire attention on selling his goods, to the exclusion of all else. He must be able to hold his line of thought in mind, even when the customer is interrupted, or when the customer or an outsider interrupts him.

Read your customer, which you can readily do after you have mastered the human nature studies in this course, then you know what to say and what to do to present your arguments in a convincing and persuasive manner. You will arouse in the buyer's mind a desire for your goods that will result in a sale.

OLD METHODS DISPLACED BY NEW

The rule of thumb way of conducting a business is to let matters take their course. Policies are decided upon by mental coin-flipping. Guesswork rules. When business is good, it is the genius of the employer; when bad, it is laid on weather conditions, war depressions, crop failure, financial stringency, etc., etc.

Order taking will sell some goods, the easiest to sell. But the balance, the goods the sale of which will determine the profits of the year's business, can in many cases be moved into the customer's hands only through efficient Salesmanship. Knowledge of scientific Salesmanship has pulled many a firm out of a deep hole when inefficient selling methods would have added it to the reports of Dun and Bradstreet as another bankrupt. Many other firms will be saved in the same way.

A salesman by force of personality can sometimes sell buyers things they do not need, but this is not real Salesmanship, for Scientific Salesmanship rests upon the cus-

tomer receiving an adequate benefit from the goods or service purchased. The highest Salesmanship is exercised where the salesman sells the customer an article that he did not think he needed and did not want, but which would be of actual use when bought.

ORDER TAKERS AND SALESMEN

An order taker is a man who waits upon customers, either in a store or in the field, and who sells them because the customers have already determined to buy. There is a wide difference between an order taker and a salesman. The salesman sells customers who may have had no thought of buying before he entered into conversation with them about his product.

An order taker is really a human slot machine. Drop your penny in the slot, and get your gum, candy, peanuts, etc. A slot machine is put up to get the public's money. That is the way the order taker feels about it also. A quick sale is all he wants. Service does not count with him. He does not take time to explain to the customer, even where necessary, how to use the goods. He might feel insulted if the customer presumed to waste his time asking questions about merchandise. He takes it for granted that the customer should already know how to use the goods.

THE SCIENTIFIC SALESMAN

Not so with the accommodating, scientific salesman. He is always willing, and even anxious, to please the customer in all possible ways. He wants to give satisfaction from the minute the customer enters into a transaction. He is the customer's good friend, his business counsel, his silent-partner, as it were. Any suggestions he himself has picked up that will help the customer get better results from the use of the goods, he passes on to the customer as a matter of principle and sound business building.

Business men are fast learning the difference between order takers and salesmen, and the former are becoming

a drug on the market, while the latter are commanding better salaries than ever before, and their services are in demand by all the better grade employers and firms. A shrewd business man is not willing to see profits lost through lost sales, through dissatisfied customers, through customers actually driven away by disinterested clerks and would-be salesmen.

ORGANIZE YOUR KNOWLEDGE

Scientific Salesmanship requires obtaining accurate knowledge and careful application of such knowledge. It results from careful application of such knowledge. It results from following methods that are in line with principles as firmly established as the rising and setting of the sun.

The scientifically arranged sales talk, the sales talk that is efficient because it produces business with the least effort, is the full grown flower of Salesmanship development. You must know definitely the steps to take to sell your particular goods of brain or hand. At no time is it safe to fumble, to be at the mercy of the prospect or customer, for as surely as the buyer gets the advantage of the salesman, just that sure is the sale lost, and without a profit to the house. You ought to know: first, exactly what you should say; second, just what should be done, to get any particular man in the frame of mind where you can persuade him to buy.

TALK TO SAY SOMETHING

Many a sales-talk is TALK, and not POWER-WORDS that drive arguments home with such persuasive force as to clinch the sale. One wrong word may kill a sale almost made. One word, used in a positive way, clinch a sale. Words are powerful, and in a sales talk they are sent to the prospect to get *interest, understanding, desire, decision, and action*. Salesmanship shows how to use words to bring the prospect to a decision without loss of energy or time.

Even Sales Managers are seldom sure of the best way to plan and deliver a sales talk so that the prospect can be sold.

The untrained salesman usually finds a way to bring about all the states of mind leading to action. After he has begun to get some results, even if they are not especially good, he seldom looks for a better method of selling. He thinks that his way is the only way, when careful investigation might show, and usually does show, that he is losing more business, because he does not adapt himself and his talk to changing conditions and different customers, than he actually gets.

A salesman should increase his selling efficiency at least 100 per cent through Scientific Salesmanship.

Some Sales Managers work out what they believe to be the best ways of getting sales and satisfying the customer, and then turn them over to the sales force for their use or for such improvement as may be necessary to fit their particular problems. You should, however, be able to plan your own sales talk and know how to satisfy the customer when you have finished this course of instruction.

HANDLING THE CUSTOMER

Inasmuch as a volume of business is necessary for the firm's continued existence and profit-making, it is necessary to handle each customer with the greatest possible dispatch. The more quickly a bill of goods is sold the greater the profit on the transaction. The salesman should keep in mind, however, that the customer might increase his order or become a permanent customer if he has a little extra personal attention. Almost every buyer is pleased to have the salesman as his friend and advisor.

It is imperative that the purchaser receive good treatment. As long as the goods are in use they must give satisfaction, or the buyer will become a "knocker," and a sufficient number of knockers will ruin a salesman's opportunities of building up a business reputation.

The scientific salesman, because he understands the principles taught in this course, practically guarantees the purchaser's second order by good service, and has him as a booster among other business men, who in turn are likely to purchase their goods from the salesman.

BUYER MUST BE SATISFIED

Business growth and expansion also enter into and becomes a part of scientific selling. Getting a profit is important, to be sure, but only failure can result if the goods or service are not satisfactory. The customer must be kept in the right frame of mind, so additional sales can be made as often as expedient.

If it were possible for a continual supply of new customers to be created for the over-clever salesman's benefit, a policy of big-profit, no-service might be made to pay financially, but it could never be made to pay morally regardless of the large amount of money such a salesman would earn for his firm and for himself.

The customer has a right to demand that the goods you sell him, or the service you render him, measure up to the accepted standard of excellence, or up to the promises made by the salesman at the time of purchase. When one firm does not give satisfaction, another will. Business men seek, as a rule, to render service for the money they receive. Even when a customer is unreasonable, he is entitled to his attitude, as he is, in a real sense, an employer of the salesman. He indirectly helps to pay the salesman's salary, and should therefore be given the same courteous treatment an employer would get from that salesman. It is better to lose a sale and make a business friend, than to sell the goods or service you have and make a "knocker."

SALES ARE WON BY SAYING AND DOING THE RIGHT THING AT THE RIGHT TIME.

As you gain in experience you will learn just when the customer is ready to buy. That is when you should

close the sales talk and confidently suggest that he put his name on the dotted line or ask for the order. To talk further endangers the sale. He may lose interest or become irritated. You might also say something that would cause him to give you a stern "NO." Get him to the swimming hole of decision and then gently remove his objections by statements and suggestions that give him confidence in you and your firm and your goods, that make him believe "the water's fine." Then he will get into the swim himself, and give you the order.

Many men would make excellent salesmen if they could just know when and how to close. The lessons in this course will enable you to develop your ability to properly close a sale, although this is the hardest single point in Salesmanship.

BALANCE BETWEEN THEORY AND PRACTICE

Many a young farm lad has left for college to study book-agriculture and upon returning to his father's farm has made as much profit from twenty acres of land, intensively and scientifically cultivated, as his father did from from the rest of a half-section.

Salesmanship is based on common sense applied to selling. It teaches the salesman how to more intensively and scientifically cultivate his field of activity. It does not take a man out of his present line. It teaches him, to be sure, to grow, and there is always the chance that he will outgrow his present occupation.

When theoretical principles and practical experience do not fit like hands in gloves, either the judgment to the person who evolved the theories is wrong or the experiences are faulty, one-sided, unusual, and not likely to occur to others.

Results will come in Salesmanship, as in other things, from study and experience. Study without experience makes a theorist in selling, and experience without study makes a haphazard salesman. Combined they make the science and art of Salesmanship.

STUDY TO SELL BETTER

Investigation has brought forth so many recognized and accepted principles of Salesmanship that you can begin to succeed better in this profession from the first day you study and practice the principles herein outlined. If theory alone were responsible for the subjects worked out in these lessons, the principles would be of doubtful value. However, when each principle has been tested in the battle of selling, it is evident that a principle once established is a weapon which can be used to win orders.

Do not guess. Think. Talk—to sell. Use arguments that will sell a product quickly. Think over the arguments you select. Work over your ideas and plans. Put them to the acid test of actual selling. Improve your methods. In time you will have a sales talk that will produce results in increased sales and larger sales, with less time and energy expended by you and your firm.

Your creative ability is not limited in Salesmanship. Do not limit it yourself. Go out to win. Make a profit. Deliver service.

EFFICIENCY VS. GUESSWORK

You can make a sale in a number of ways, and you may wonder why we insist there is only one best way. It is the constant endeavor on the part of the efficient salesman to improve even his good methods that has brought Salesmanship to its present development. The final aim and result of the science of Salesmanship is to find the one best way of performing each part of a Salesman's work.

Suppose a salesman is selling a check-protector for \$7.50, and he has a rambling sales-talk that takes him an hour. Check-protectors are a necessity for every man who owns a check-book, but as yet they are bought by business and professional men who carry reasonably large checking accounts. No business man wants to give an hour to a demonstration on a \$7.50 article. The

salesman should consider himself lucky if he can get a busy man to give him five or ten minutes for a demonstration. He is going to get harsh treatment in the first office he comes to if he does not cut down his sales talk, and say something in each word and do something each second of his stay.

Another element that enters here is that the profit on a \$7.50 article might be so small that ten or more sales would have to be made in one day. This would also tend to make the sales talk short and to the point, as it would probably be necessary to make several calls before a sale was made; unless, of course, the salesman had direct leads, where a sale might result from practically each call.

“Any dub can give machines away” is a slogan of one of the most successful typewriter companies. A successful salesman must make a profit for the house as well as render a service to his customer. He will at the same time be alive to his own self-interest and get the salary or commission his service is worth and that his needs and self-respect demand.

THE BETTER MAN HOLDS THE BETTER JOB

Many a clerk in a retail store is egotistical and self-satisfied. He is so sure of himself that he does not believe the methods he uses can be improved. Yet he has only picked up a limited knowledge from his experience. He is not going to make a tremendous success in selling. He thinks his \$12, \$15, or \$18 a week is good pay. He prides himself on how much he is earning and how much he knows, instead of thinking that he should earn more and that he would earn more if he knew more. He does not believe in study; if he does, he does not feel that he is capable of learning. He recognizes his master—the scientific salesman or efficient business man—and submits to authority because he fears if he loses his job he cannot secure another.

On the other hand, the salesman who has had training and who has something tangible to show besides his physical ability to show goods, is never long out of a position, for if he loses one job, he soon gets another, and generally a better one. He is constantly climbing higher toward complete success. He is self-reliant, fearless, and always looking out for his employer; and the employer, knowing this, does not consider letting him go unless the firm changes hands, or the salesman outgrows his position.

THE FINAL GOAL OF THE COURSE

Your final goal in Salesmanship, and what these carefully prepared lessons will teach you, is to sell the product or products you are best fitted to handle with the utmost satisfaction to the customer, and to do it easily and naturally without waste of time and energy, with a profit to your employer and to yourself.

“A KNIGHT OF THE GRIP”

Alert, he feels the Pulse of Trade,
And tests its countless moods;
A regnant Knight, by fate obeyed—
The man who sells the goods.

He knows each want, ere yet 'tis told;
He laughs at storms and floods;
An Optimist, he ne'er grows old—
The man who sells the goods.

His faith, supreme, leads up and on!
He lives to do—to bless!
His goal alone by worth is won,
He is himself—Success.

APPLYING FOR A POSITION

The Importance of Making a Favorable Impression—Aggressiveness

As a Salesman, you can and will do what others say you cannot do. It takes time to make good, but time and work are the investments you must make to win success. This Course will start you towards success. Even studying this first book will be a great Help and Inspiration to you. It will show you how to achieve success and will awaken in you the powers you possess. Take yourself in hand. Put obstacles behind you and forget everything except that this science of Salesmanship will bring you success—a larger income, more congenial work, and happiness.

Thousands of others have studied Scientific Salesmanship and you can succeed just as these others are succeeding. Success in Salesmanship results from knowledge of yourself, development of personality, knowledge of your goods, ability to read human nature, all of which are taken up fully in this Instruction Course.

On applying for a position carefully follow the instructions we give you. Whenever you choose from the lists of employers who have called on us for Salesmen firms that you wish to apply to, select, if possible, firms that have a line of goods with which you are familiar, or have had some experience with. However, thousands of men start out with lines they know absolutely nothing about and as they gain a knowledge of the goods, make a complete success. Then make up your mind thoroughly that you are going to get a position before you let up and make good after you do get it. My experience, in applying for a position, also that of thousands of other men, leads me to firmly believe that the foundation of the success of such an application depends almost entirely on one thing, and that is the "Will Power" to create the impression on the employer's mind that he cannot do without you, then he will decide in your favor. No matter whether the application is

in the form of a personal interview, or a written statement, standing out in bold relief alongside the references, or experience you may have to offer, or any other influence you may bring to bear, I do not hesitate to say positively, from my long and varied experience, besides a great deal of personal observation on this subject, that the position so applied for, whether it be vacant or not, was in every case given to the applicant who made the best impression on the party or parties to whom the application was being made, regardless of any of the above conditions.

As a rule, this impression is made unknowingly by the applicant. Nor is its influence recognized by the party to whom the application is being made, but in ninety cases out of every hundred, the effect is produced without the knowledge of the applicant and is felt and recognized unknowingly by the prospective employer. I once applied for a position, together with sixty-five experienced salesmen. I had had no former experience, but "I needed the money," and so decided that *I must have the position*. Consequently I exerted all the force I could command in the form of two written applications before receiving a reply; the force and persistence displayed in the written applications finally secured for me a personal interview, which was a point gained, then by continuing to exert all my mental and physical strength to influence the employer in my favor, I was chosen in preference to any of the experienced salesmen and made a great success of the line.

In many cases I will admit that the references, or the experience, or the applicant's appearance, may be and is, largely responsible for the accomplishment of this result. In a majority of cases, however, the impression is made through a mental force entirely foreign to any of the above. It is generally admitted that the majority of such impressions are made unknowingly, and yet with entire success; so cannot you readily imagine how much better, stronger and surer it could be accomplished if the desire was a positively premeditated idea and was thrust home knowingly, fearlessly, scientifically, by the applicant, in fact entirely suited to the occasion?

Now then, to get down to actual result-getting information, I will say that the secret of the whole thing is this: to cause the employer to feel that your ability is required in his business, that you are just the man they want, need and must have, and that you can make good if the position is given you. Do not state that you have had no experience in their line in your application as it is not so much what you say, or how you say it, or how you look as long as you cause him to feel *that you are the man*, and the best way to accomplish this is to *feel that way yourself*. It is possible for one to create within himself those *forces which attract and convince others*; by these means you create the impression that you are the *one man for the place*, and the other applicant or applicants that just simply want a position because there is, or is likely to be, one open, are consigned to the background. The best explanation that can be given in so many words about how this is accomplished is explained by the fact that regardless of different conditions and lines of business of any nature whatsoever, you can best gain your point by showing an *energetic, aggressive interest in and intense enthusiasm* regarding the proposition, and the stronger you can make it, the better. This sort of enthusiasm is very catching and consequently is immediately felt. The impression is made and the position yours before you know it.

We know of thousands of cases where positions were gained in this way, both from personal experience and observation. I very clearly remember one particular instance besides the one I referred to in the beginning of this article. In the winter of 1896 I noticed an advertisement in an evening paper, to the effect that four salesmen were wanted and for applicants to apply at the office of the company the following morning. I was there bright and early, only to find thirty other applicants ahead of me. Two-thirds of them were down-cast in appearance for fear their application would be rejected; but not so with me, as I had confidence in my ability to both obtain and hold the position. I managed to work my way up close to the door,

and was the eighth man to enter the manager's office. He told me he had two men engaged already, and inquired if I knew the Grocery trade in the city. I thought a moment and answered that "I knew every grocery man in the city, and could sell more goods than any man in the crowd outside." My statement had the desired effect and I was engaged on the spot, and was later put in charge of the entire city business.

On another occasion I had been corresponding with a Chicago firm that wanted a salesman in the territory I was then in, but in order to close the deal, a personal interview would be necessary. I was undecided about taking the trip to Chicago, although I was satisfied that by so doing I could secure the position. I finally wired them to the effect that I was coming the next day and for them to hold the position open until I had seen them. I arrived in Chicago the next morning and immediately took a car for their place of business.

When I arrived I inquired for the manager and was informed that he was closeted with another applicant for this same position. Afraid that I would not even get a chance to see him and put in my application, or get a chance to talk with him before he had engaged someone else, I walked boldly up to his office and rapped smartly on the door. The manager opened it and asked what he could do for me; I told him I had just come from Minneapolis and was in a great hurry and desired to see him on some very important business if he would step outside and give me a few seconds of his time. He stepped out and closed the door and as he did I grasped him firmly by the hand and introduced myself. I told him I was the party that he had been corresponding with in regard to the position he had open and had just arrived in Chicago, having come all the way from Minneapolis to obtain the position. As to my experience and acquaintance in the states where he wanted a man I informed him that I had sold goods there for ten years and knew every merchant, big and little, in the two states, and could sell more goods in his line than any man he could possibly secure in that territory. Also that his line

was just the one I wanted for that territory, although I could easily get several similar lines from other houses, but that I knew his line was the best and that I could do a large volume of business with it. He was so convinced by the bold way in which I had presented my case that the other applicant was dismissed and I was engaged then and there, with a guarantee of \$300.00 a month advanced, out of which I was to pay my own expenses, with a settlement at the end of the year on a basis of 8 per cent of my total sales.

By 4:00 o'clock I had my samples at the depot and my transportation bought, and at 4:30 was on my way to the first town in my territory. In neither of the cases I have cited would I have been the victor had I not been more aggressive and displayed more confidence in my ability to accomplish results than did the other applicants.

At this late day, in consideration of my varied experience, I am still firmly convinced that in nine cases out of ten, an impression made on the employer similar to the above instances will obtain for you the position, for the reason that the employer is *simply carried away by your enthusiasm*, and your *positive and aggressive manner appeals to him*, convincing him that you can handle his line or proposition successfully. Your energetic personality, being absorbed by himself, as it were, causes him to feel that you are just the man he wants, and must have.

If you will adopt these principles and always use them you will be successful in the majority of cases. Have absolute confidence in yourself and impress your prospective employer with your earnestness and your application will have the desired effect.

FORMS OF MAKING AN APPLICATION.

There are various forms of applications used in applying for a position as a Salesman, circumstances largely governing their use, such as the needs of the employer and the ability and general fitness of the applicant for the position in question. It is not necessary that you have an expert knowledge of any particular line of goods to begin with, in order

to successfully sell it. You can soon post yourself on the talking points of the goods themselves by asking the Sales manager to post you up on the line, and the rest will come to you naturally, as for instance, you are going out to sell Tea and Coffee; of course there are different kinds of tea and coffee, also different prices, but it will take you but a few minutes to find out what kinds your line consists of, prices, etc. Of course, a general knowledge of the line is valuable, and you may have worked in the business long enough to have a knowledge of the different grades, but if you have not, ask questions regarding them and also get a general knowledge of where they grow, how they are cured, packed, graded, etc. Then you are ready to go out and get the business. After you are once started, you will day by day acquire more information and pick up new talking points in your line and in a short time you will have it completely mastered if you keep your eyes and ears open.

We give you herewith a few forms of applications which can be so constructed that they will cover almost any circumstances that will arise, but would advise that you do not copy the forms too closely when applying for a position but inject something original into them. Complete confidence in your ability to do whatever is to be done, clearness, conciseness and directness, together with intelligent meaning and enthusiasm, are the necessary perquisites that should be carefully interwoven into every application in such a way as to command attention. Of course, a personal interview, if possible, is always desirable, and let this idea predominate in your application. *It is best not to state in your letter that you have had no experience on the road, and do not make this statement unless they ask you. If you have never had any experience in selling goods it would not be advisable to say so, but simply say you are a salesman, but if you have had experience always tell what your knowledge of your line is and what experience you have had with it*

Always write your application in a clear, firm hand, seeing that the *spelling and grammar* are correct. Do not make your letters too long; just give the important information necessary regarding yourself.

Form No. 1.

No. 1829 Park Avenue,
St. Louis, Mo., Feb. 1, 1917.

Messers. S. M. Parker & Co., City.

Gentlemen: Although I have no information as to whether you intend to increase your selling force the coming season, or as to whether you will make any changes in your present forces, I take the liberty of writing you to ask whether you will be able to use an energetic, capable, trustworthy and efficient salesman during the coming season.

I have been desirous of associating myself with your line for some time past and believe that if granted an interview, I can demonstrate to you my business-getting ability. I am twenty-five years of age and have had three years of successful experience in selling Groceries for L. M. White & Co. of this city and I feel sure they will speak favorably of my business qualifications, ability, character, honesty, etc.

I have a good general knowledge of your line, gained through my experience as city salesman with White & Co., also have completed a Course of Instruction in the Science of Salesmanship with the National Salesmen's Training Association, Chicago, Ill., and refer you to them by permission regarding my character, ability, etc. I am also well acquainted in this territory and know that it will pay you to take this matter up with me personally, as I am sure that I can produce results in this or any territory you should assign me, if you consider my application in a favorable light, now or later on.

Thanking you for your attention and trusting you will favor me with an early and favorable reply, I am,

Yours respectfully,

SAMUEL P. MOORE.

Form No. 2.

Kansas City, Mo., June 1st, 1917.

Messrs. Jones, Smith & Co.,

Chicago, Illinois.

Gentlemen:—I have been informed that you are in need of a thorough, energetic, capable business-getting salesman, to cover Missouri and Kansas territory with your line of Clothing, the coming season. I am thirty years of age and

a single man, and I have a thorough knowledge of the clothing business, gained by three years' experience as a retail salesman with R. B. Streeter & Co., of this city, who carry a very complete stock. I have been very successful as a retail salesman and have made it a point to always keep my eyes and ears open so as to learn all about the clothing business with a view to going on the road. I am confident of success if you should consider my application favorably.

I can furnish you with first class references from my employers and others, as to my character and ability as a salesman. Also as to my integrity and honesty and I am sure that if you will grant me a personal interview, I can clearly demonstrate to you that I am just the man you want and one that will *make good* and get the business. I have also completed a Course of Instruction in the Science of Salesmanship, and refer you to the National Salesmen's Training Association, Chicago, Ill., as to my character, ability, etc. I would be willing to begin at the bottom and work my way up and can easily convince you as to my claims for myself.

Thanking you for your consideration and attention to this lengthy letter and trusting that I may receive a favorable reply, I am,
1903 Adams St.

Yours very respectfully,
S. M. LUTHER.

Form No. 3.

Omaha, Nebr., October 12, 1917.

Thos. Lipton,
Chicago, Illinois.

Dear Sir:—I write you this to ask you whether you have an opening for a good salesman in this or adjoining territory. I am particularly well acquainted in Omaha and vicinity, and I am sure I can do a nice business with your line.

I am twenty-eight years old and have been desirous for some time of obtaining a position on the road as a salesman

with your line, knowing it to be the *best* on the market. I feel sure if you will grant me a personal interview, I can satisfy you as to my business-getting ability, character, honesty, etc., and can also furnish you with first class references. If you are now, or soon will be, in need of a good man, please consider my application and give me a trial. I know I can make good and get the business for you in this, or any other territory you may assign me to, but would prefer Omaha territory. I am also a graduate of the National Salesmen's Training Association, Chicago, Ill., and refer you to them by permission regarding my character, morals, etc.

Thanking you for your kind attention and consideration and trusting I may be favored with an early and favorable reply, I am,

Yours very respectfully,

924 East 14th Street,
Omaha, Nebraska.

JOHN G. MILLS.

Form No. 4.

Wichita, Kansas, April 20, 1917.

Messrs. Swofford Bros.' Dry Goods Co.

Kansas City, Mo.

Gentleman:—I write you this to ask whether you can make room on your sales force for a young man twenty-eight years of age, with first class references as to ability, honesty, character, etc. I am desirous of obtaining a position on the road as a Salesman, and being possessed of the natural qualifications of a salesman I know I can sell goods and make money for you if you will give me a chance.

I am also well posted in the Science of Salesmanship, having taken a course of instruction from the National Salesman's Training Association, and refer you to them by permission regarding my character, ability, etc.; can also furnish you with other first class references. I would

be willing to begin at the bottom and work my way up, feeling confident that I can do the business for you. If you have an opening now, or will have later on, I trust you will give my application your favorable consideration and would be pleased to have you look up my references.

Thanking you for your favorable consideration and attention to this and trusting that I may receive a favorable reply, I remain,

Yours very respectfully,

D. W. EMMONS.

INSTRUCTIONS ABOUT REFERENCES.

Where to Get Them—What They Should Cover—Importance of Personal References.

In applying for a position as a salesman, the man that can furnish first class references as to his character and general ability has gained more than one good point. Merely presenting your references or the name of the party, or parties, to whom you refer is not entirely sufficient to get the best results. We do not doubt that you, and in fact every one of our students, can furnish first class references upon request, but you should first arrange personally with those to whom you refer about the details and information that may be necessary, so that they can clearly understand the object for which you wish the references to your prospective employer, so they will be able to corroborate the statements you intend to make if they are requested to do so.

We have found that in a good many cases the references secured or given by an applicant for a position are too general in their nature to be very effective, and consequently their value for the purposes for which you require them is largely impaired. In requesting a friend, a business, or a professional man of your acquaintance to vouch for your character, honesty, ability, etc., as the case may be; first find out definitely and positively his knowledge of and position concerning yourself, for although he may be of high standing, unless he knows what he is talking about, his statements are likely to be of but little value.

A general reference does not have the weight, nor get the results of a personal reference, or communication; therefor, endeavor whenever it is possible to secure a direct letter to your prospective employer from the party to whom you wish to refer. If possible, secure some person or persons that know your prospective employer in a personal, or business way, to vouch for you, and you will find that in nine cases out of ten your point is carried and it is then up to you to demonstrate your ability and make the position both permanent and profitable.

The trouble with a great many references is that they do not state anything definite. In many cases the party given as a reference is unable to answer the questions put up to him by the prospective employer, because the applicant has not made him acquainted with his purpose.

CHOOSING A GOOD HOUSE TO WORK FOR.

Determining Their Responsibility.

This is a matter of great importance to the applicant for a position as a salesman and unless you are perfectly sure of the financial standing and responsibility of your prospective employers, it may save you a lot of time and trouble and possibly save you the necessity of looking for another position, to make careful inquiries regarding them. The writer, in his younger days, made a connection with an irresponsible manufacturing concern that caused him to lose over \$2,000 in commissions through their raising the price of the proposition 30 per cent without notice, and so caused me to lose my commission on fifty-three contracts I had made for the proposition, as I had been foolish enough to take their word instead of having a written contract, or having investigated before making a connection with them. Therefore, it is a wise plan to "look before you leap" and be sure that you are not getting the worst of it.

The responsibility of your firm can be determined in different ways. Generally firms of long standing and established financial responsibility are rated in "Bradstreet's and in Dun's Commercial Agencies," and also in the trade

reports. For instance, if you were offered a position by a firm located in some other city or town than your own and you knew nothing definitely regarding their responsibility, you can easily acquire all the information you need by referring to the reports of the commercial agencies. These reports are published in book form twice a year and contain a complete list of every firm, or wholesaler, or manufacturer, that is actively engaged in commercial business.

These books are subscribed for in the large cities and towns by all such institutions as wholesale houses, banks etc. They are only accessible to subscribers, or their employes, according to contract, in matters pertaining to the business of the subscriber. Should you happen to be acquainted, however, with anyone that is a subscriber to one of these agencies, or one of their employes, you can very easily secure the information you seek. Should you find that the firm with which you desire to associate yourself has no established commercial rating, the best thing you could do under the circumstances would be to correspond direct with some first class firm of your acquaintance, or a reliable bank in the same city in which the firm you wish to inquire about is located, relative to the business standing and responsibility of the firm in question. We furnish all such information to our graduates, free of charge when possible for us to obtain it.

Always enclose return postage in any correspondence of this nature to outside banks or firms in order to insure a quick reply.

SECURING A CONTRACT.

Why You Should Get a Contract, or Agreement, and What it Should Cover.

Securing a contract is one of the most important matters with which you have to deal when you are associating yourself with a new firm. In a great many cases a contract may not be necessary, but you will find that it is not only a safeguard against the untimely loss of your position, but it also enables you to tell definitely, when changes should

be anticipated, so that you can act accordingly, and without loss to yourself. A contract also protects both the employer and the employe, and is particularly desirable in the case of a salary and commission agreement, or a straight commission basis either, as in that case you know definitely what you are to get. As stated previously, the writer once lost \$2,000 he had earned because he had failed to secure a written contract, stipulating the price the goods were to cost him and after the contracts were once made of course I could not raise my price.

A contract is merely an agreement between two parties specifically stating what services are to be performed. The employer in a contract is known as the party of the first part, and the employe or salesman is known as the party of the second part. Every point should be plainly and clearly stated so that there will be no disagreement later on. The salesman should endeavor to live up to his part of the contract and unless some unforeseen circumstances arise, should not break it except under the terms of the contract itself.

In making a contract with a new firm it is customary for the firm themselves to draw up the agreement which you are to sign. If you have previously satisfied yourself as to the business standing and responsibility of the firm, you can rest assured that its terms will be fair to you. It is advisable, however, in all cases to have a stipulation as to the length of time the agreement is to run, inasmuch as it would not be to your interest to have your services dispensed with during the dull season, or after all the other houses in your line had sent out their salesmen for the new season, as that might mean a delay of a season, or necessitate a change of line.

Also see to it that all such matters as expense accounts, railroad fares, hotel bills, etc., are carefully covered and thoroughly understood. Also in the case that customers in your territory order goods direct, endeavor to have it specified in your agreement that you are to receive the credit for all such orders. Remember that in drawing up a contract you are selling your time and ability as a salesman

and right then is your best time to give evidence of your ability to the effect that you are a Salesman.

A contract should cover the duration of the term of service for which you engage, salary, or salary and commission, expense accounts, territory you are to cover and credit for all mail orders as well as for your personal sales, with a clause to the effect that the contract can be canceled by either party by giving 30 days' notice.

Credit for the mail orders or orders sent in direct to the house from customers in your territory is given to the Salesman in different ways. Some firms send a copy of the letter to the Salesman that they write to the customer acknowledging receipt of the order. This keeps the Salesman posted as to what goods have been sold to the customer; also what price or quotation, terms, etc., have been made to him. Other houses permit their Salesmen to have access to the books in order to ascertain just what mail orders have been received from their territory.

SALARY VS. COMMISSIONS.

How Determined—How Paid.

The compensation of a Salesman is, of course, the most important item to be considered by him and is either based on a straight salary, or a salary and commission, or straight commission. There are a great many advocates of a straight salary, and as many others that favor a salary and commission, or a straight commission. No one can expect to be paid more than they are worth, and as a salary is always based on a percentage of the profits on the goods sold, if a salesman's salary exceeds this percentage for any great length of time, he cannot expect to very long continue to hold his position. Nearly any first class house, however, will give a salesman a chance to make good and get acquainted and work up a trade and will advance him expenses and a salary after he has had some actual experience and has demonstrated he can sell goods; the harder a man works, of course, the more profit he will make, when he

can very naturally expect a larger advance for salary and expenses.

The writer has, in several different cases, worked on a salary and commission basis that netted him from three to ten times what he could have obtained for his services on a straight salary. He has also worked on a straight commission basis and paid his own expenses and has earned as high as \$1,500 a month that way, and, personally, I am in favor of a commission basis for both the salesman and the employer. However, if the salesman gets his expenses advanced, it gives him confidence in his house, and with the extra commission in sight, after expenses are paid, he will naturally work so much the harder to increase his earnings, with the net result that at the end of the season his sales are very largely increased over what they would have been had he been working on a small salary.

In view of this, one will naturally feel it advisable to work on a commission basis, as a certain amount must be sold anyhow, in any event, and of course, when that amount is exceeded the salesman gets the benefit of it; whereas, if he is working on a straight salary, the advantage, if there is any, is in favor of the house, and if the salesman don't make good he loses his job. There are several very distinct advantages to be gained by working on the commission basis; first, the house can afford to pay a larger percentage on the sales than they can when they experiment with poor salesmen on a salary basis; and, besides, you are your own boss and practically a partner in the business; however, if possible, try to get the house to advance expenses, as it inspires confidence in one's self, and shows that your employer has confidence in you, in making you such a proposition, and the result generally is that you exert all your ability to demonstrate that it has not been misplaced. After you have demonstrated your ability you will then have no trouble making salary contracts, although the best salesmen prefer to work on a commission basis.

Personally speaking, from my own and others' experience, I will say that I firmly believe the best basis to work on is one of expenses advanced, on a commission basis.

It is the best plan for both the salesman and the employer, and I would advise every salesman when entering the employ of a new firm, to request that this arrangement be made in the agreement. Knowing that you are guaranteed a certain amount gives you confidence in both yourself and your house, and the additional feature of receiving a commission on all sales over and above expenses is the incentive that spurs the salesman on to greater effort. He knows exactly what he is to receive in advance, and doubtless has formed plans of how and where he will dispose of that money; but what he receives in addition to that he cannot determine in advance; but it is appreciated and sought after by the salesman, and he will strive all the harder to earn the extra money, and, in my opinion, this arrangement is the best for the interests of both parties concerned. Many big firms, however, will not hire a man any other way than on a salary.

STRAIGHT COMMISSION.

Its Advantages.

While there are many advocates of the straight salary basis of remuneration for salesmen, the writer has known, from personal observation, hundreds of cases of so-called salesmen that have failed utterly in different lines from lack of confidence in themselves, or on account of a bad week's business that discouraged them and thinking: "Oh, well; I will get my salary anyhow; what do I care?" they do not put forth the efforts they should and the first thing they know, they are discharged; and while the straight salary arrangement may be looked upon by some salesmen, also by some firms, as the best for them, it is not the most favorable proposition for either the house or the Salesman in the long run. The commission basis is the best for both parties concerned, but very few first-class houses ask a man to go out on this basis entirely after he has had some actual experience and has a record behind him; so, before entering into a contract, it is advisable to very carefully inquire into the merits of the proposition itself, also the

financial standing and the responsibility of the firm making you the offer. If you find everything to be O. K. it would be advisable for you to accept a position and get at least six months' actual experience even though it be on a straight commission, when you can pose as an experienced man and get a better contract with expenses advanced and a salary as quick as you can show you can earn it.

Many a Salesman has commenced as a green man on a commission basis (as the writer did), who is today able to earn anywhere from \$2,000 up to \$5,000, or \$10,000 and even as high as \$25,000 in a year. Naturally you cannot expect to start at the top of the ladder, but if you do your part and hustle both for your employer's interest and your own and do the square thing you cannot help but succeed in getting to the top.

THE SCIENCE OF SALESMANSHIP.

What It Is—Its Development, and Ever-Increasing Importance.

It has been proven indisputably that Salesmanship, whenever and wherever evidenced, either in selling or trading to the wholesaler, retailer or consumer, or in selling your time or labor to an employer, is in every sense a science. From the time men sold their homes, their wives and even their children, receiving in exchange considerations of a value to them apparently as great, or greater than what they gave in return, it has been the predominating point of each individual transaction, or the culmination of any deal of any nature whatsoever to gain for yourself either the best of the bargain, or something which could be so utilized as to result in your gain later on, either through its use in a personal way or by its disposal at a profit.

The Science of Salesmanship is a deep, interesting, and very intricate subject and covers a broad and ever increasing field; its principles being displayed in a crude though perfectly visible manner, even in the mind of a child of but a few years of age, whose first instinct is to

sell or trade anything of value it gets its hands on, such as toys, knives, etc.

This is evidenced again more forcibly and more in relation to commercial life when a person's first position is secured. You have then consummated a deal; your employer has bartered for your labor and time, you are the seller; he is the buyer. The more that you familiarize yourself with sales and the Science of Salesmanship, the better you will understand the different and various problems that are to be met and contended with; the greater will be your knowledge of men and affairs of the world; then the less will be your hesitancy and the greater will be your confidence in yourself and your ability and value, not only to yourself but to those with whom you will be associated and those dependent upon you will be greatly increased.

Make a study of human nature and closely study the character and habits of every man you do business with and you will soon increase your powers of discernment and perception. Make it a point to discover the cause and effect of every move and transaction, and success will come to you as you gain the actual experience.

Get at the "whys" and "wherefores" of the successes and failures of other men. Figure out in advance as far as possible what you intend to do. By studying human nature and thinking quickly you will be surprised to see how fast you progress. Study the different types of men you meet; be careful how you "cross" or offend them, for the first impression counts very strongly with some men, and remember that *courtesy* is one of the best business assets you can have.

THE APPLICATION OF SALESMANSHIP TO TRADE.

The Underlying Principles—How They Operate.

You can easily trace Salesmanship in its application to commercial trade very clearly and distinctly, from the time

you purchased a pound of butter, or a dozen eggs from your grocer, to business transactions and negotiations that involve thousands of dollars. From the time when perhaps as a clerk you sold a bill of groceries, or a suit of clothes, until the time when you are representing some large concern and making sales that aggregate thousands of dollars. Every sale of any nature whatsoever, whenever made or at whatever time, bears very distinctly on, and has its own individual influence on, commercial life and trade, thereby determining the destiny of a Nation, its people and the entire world, in fact. Buying and selling are the foundation rocks upon which all lines of business are constructed.

In my personal experience in applying the Science of Salesmanship, I have been deeply impressed with the necessity of a complete and thorough knowledge of every point and factor that bears directly or indirectly, on the article, or articles to be sold. This knowledge can easily be acquired by making a close and careful study of your line, also the necessity of having a clear and concise manner of presenting its merits and advantages, and a good judgment of the varying degrees of human nature; therefore, I always make it a point to find out all the talking points of the article, or articles to be sold as quickly as possible and then proceed to arrange this knowledge in a form that appeals to a majority of those to whom I present it. We tell you how to get up a 'Selling Talk' further on in the Course.

I always make it a point to find out the name of the merchant or buyer I am going to call on before approaching him. After I have found this out I approach him and grasp him firmly by the hand, looking him straight in the eye, and announce my business in a short, sharp, clear, business-like way and try to hold his attention until I have finished with him. I find that in this way I not only save a lot of valuable time, both to the merchant and myself, but the business-like way in which I go at it gets me the order in most cases; but of course no plan will work on all people alike, so I occasionally vary them to suit the party I am talking with.

Scientific salesmanship may be divided into three general divisions; viz.,

- (1) The Approach.
- (2) Convincing the Prospect.
- (3) Closing the Deal.

We find that the following five principles are necessary to the successful application of salesmanship; namely,

1. To command the full attention of your prospective customer.
2. To arouse his interest in your proposition.
3. To cause him to desire it by—
4. Being able to demonstrate its value as compared with the dollars it represents and with other similar lines and to be able to show the good points of your line so the buyer can see a good profit in the goods, or proposition.
5. To cause him to sign the order after the value has been demonstrated.

When you accomplish the first four, the last is easy. It is a question of properly directing the *personal force* which you possess.

Now, as we have previously stated in the first lesson in this Course, that if you make the effort through your mental strength combined with your physical power to influence your man, that you will have a greater chance of obtaining the desired result than if you did not go at it with determination and a strong will-power. Concentrate all your efforts on the one object in front of you; namely, that of convincing the other man to your way of thinking. In every sale that is made, in every transaction that is successfully consummated, the five principles of Salesmanship given above operate either consciously or unconsciously, to the parties concerned.

Always be sure that you command the *full* attention of your prospective customer because if you don't have his entire attention and cannot get him to listen to you and to nothing else, while you are talking to him, you cannot make the desired impression upon him. After you have once gained his attention by having something to show him

or by introducing yourself in a terse, crisp, pleasant, business-like manner, you have succeeded in arousing his interest in you and then you can arouse his interest in your proposition. Next, by presenting your line in an attractive way you can bring the next three principles of the Science of Salesmanship into operation.

Commercial Trade, calling for commercial activity, as its promoting power, calls for the successful application of the "Science of Salesmanship," in every form and sometimes in unlooked for places.

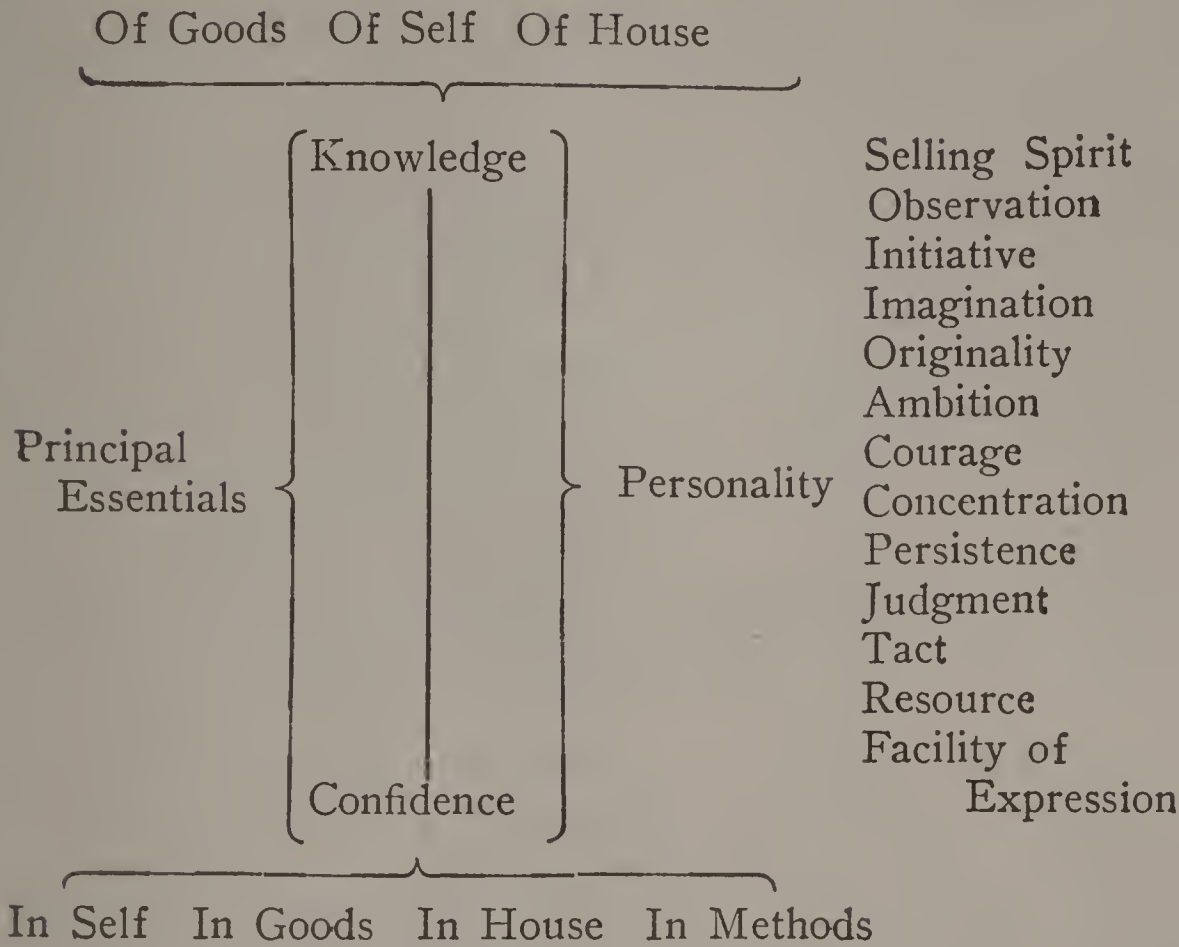
The qualities needed are courtesy, tact, resource, facility of expression, energy, ambition, honesty (for permanent success), a firm and unshaken confidence in one's line and in one's self, and the ability to not only create the desired impressions, but to close business. Commercial trade constitutes both buying and selling, as without sales nothing can be bought. Therefore, I contend that Salesmanship is the foundation rock of our commercial life and existence.

Many salesmen believe in what is known as the "Pre-Approach." The pre-approach means merely getting facts and particulars regarding your customer before you introduce yourself to him. This subject will be further taken up in the lesson marked "Introductions."

The five principles mentioned above operate in every sale that is made, no matter whether it is a piece of goods you are selling or only an idea or proposition to "close" you must put into operation these principles in consecutive order, one after another. Of course, in no two sales are they ever worked out in just the same way. Three elements enter into the way in which they are applied; the salesman, the goods and the prospect, therefore, one or another of these steps may be emphasized and the rest or some of the rest thrown into the background, as it were.

The accompanying chart showing the elements of salesmanship gives you a simple sub-division of the principal essentials covering the subject. The different points under personality will be further developed later on in the Course.

General Chart Showing the Elements of Salesmanship.



GETTING READY FOR THE ROAD.

Points to Be Looked After Before Starting Out.

In your actual preparation for your first trip on the road, look to your line of samples the first thing you do and see to it that you thoroughly understand them in all respects, such as the prices, quality, style of packing, etc. Also see that they are properly packed, if you are to carry trunks; also see that you have the complete line. By packing your own samples, you will know when you get on the road just where to look for any article you want, without having to unpack the entire line.

The next thing is to make out your route list of the towns and the trade you expect to call on, as far ahead as you can arrange them. This can be done in most cases by getting a Railroad Guide covering the territory you are

to make, which tells you all about the time of the trains and the connecting roads, where you have several different roads in your territory. These guides can be obtained by sending 25 cents to the Russell Railway Guide Company, Cedar Rapids, Iowa, for their guide which covers the central states, or to the Knickerbocker Guide Co., No. 24, Park Place, New York, for their guide covering the eastern and southern states, or ordinary railroad time tables can be used. If your employers have had salesmen in the territory before, they usually have a list of all the people you are to call on; but if not, you can easily get the names of all dealers in the line you carry from the pocket edition of the Commercial Reports for the state or states you are to cover; these reports also give you the ratings of the different dealers, and can be obtained by salesmen through their house. If necessary for a salesman to have one his house will usually supply him with a book covering his territory.

Always be sure in any event to obtain a list of those customers the house has been doing business with, as it gives you talking points which are better than approaching new trade entirely. Next, get your mileage books, or transportation, over the roads in your territory, order blanks, reports, expense books and a full supply of stationery, etc.

Make up your mind at the very start that you are going out to *sell goods*, instead of on an excursion trip, and keep that in mind and work hard, and success is bound to come in time. Persistence often accomplishes more for a man than skill; the latter will come with practice.

When you approach a prospective customer, do not do so with the feeling that you may sell him, or that you may not. Be positive and feel sure that you will sell him and then stick to him until you do. My experience in a good many cases leads me to believe that neither "*John Smith*" nor any other buyer ever actually lets on that he wants to buy anything; in other words, they are always in an antagonistic state to the salesman; they want the salesman to *make them believe* they need the goods, and that they can increase their sales and profits by buying your line, when, as a rule, they will buy very willingly if they are in

the market, but it takes in almost every case a convincing argument on the salesman's part to make a sale.

There is no avoiding the fact that a salesman presenting any line of goods, or a proposition of any nature whatsoever, is in a positive condition, and the man to whom he is talking is in a negative condition and has to be convinced; therefore, if the salesman feels shaky, so does the customer and very naturally the arguments that have been presented lose their power and fail to convince and so the sale is lost. It is better, in case you feel shaky, to take a walk around the block and screw up your nerve a little. If, on the other hand, the salesman approaches the customer with that feeling of *self-confidence* in himself and a good argument in favor of his goods, the battle is half won, as the customer is properly impressed and with a convincing talk on your part he will buy.

I have made a very close study of human nature and I find that in the largest majority of the cases, that if you have a scared or languid feeling, you will affect those with whom you come in contact in the same way, therefore, the Successful Salesman should endeavor by all means to preserve "a sound mind in a sound body" and always be feeling "tiptop." By so doing, he is in perfect mental and physical condition and has that buoyant, magnetic feeling that impresses those with whom he is talking and carries everything before him. Generally a merchant will buy if he will listen, if you can show him quality and profits and convince him that the article will sell, for if he were not in the market he would not listen to you.

It is also a very good idea, when approaching a prospective customer, particularly where you are not personally acquainted with him, to have something to show him, which gets his attention for the time being and gives you a chance to get in your talk; do not tell him that you want to sell him some goods, or that you would like to show him your line; he already knows that; *tell him you have something that you are going to show him*, then he is obligated to at least look at whatever it is you may have. If you will take the trouble to have a sample or two of something

new, or that are real bargains, or out of the ordinary, you will get him interested and he will begin to ask questions in regard to your line. When you have reached this point you have captured two of the most important forts out of the five that it is necessary for you to capture in order to close the deal. Your battle is nearly half over, for if you can once get him to talk with you, then it is possible for you to sell him. The next thing to do is to cause him to desire the article or proposition, by showing him in your talk the profit in it for him and how easily the goods sell, etc., but after you get him to talking do not talk too much yourself, but try to cause him to ask as many questions as possible, and do not take issue with him on every little objection he may have, for if you do you furnish new material for further argument and get further away from your subject all the time. An argument is never advisable so refuse to argue, but rather converse in a pleasant way with your prospect and you will find it will be more profitable for you. If he don't happen to like one thing, show him something else and the chances are that before you get through with him, you will sell him the very article or articles he didn't like at first.

I have personally made many sales in this way that included the very articles that were objected to at first. I always try, as do most successful salesmen, to get the customer started on some article that he wants, and I never try to argue him into buying some certain article when he is inclined toward something else, but after I get his order for what he wants, I always go back to the others and say: "Mr. Smith, you had better let me put in a dozen or so of this as you will find them to be good sellers, etc.," and I generally succeed as I have flattered him by letting him have his own way. Of course, you will find some buyers that have to be crowded and that have no judgment of their own; in such cases you will have to do the selecting for them, and in many cases force them to buy.

If your line consists of but one article or proposition, and an objection is raised, switch the conversation off on some other subject regarding it and lose sight of the point

objected to. In this way you can show him the points of advantage that will outweigh his objections and you will get his order. Always "*be sure* and carry an air of *Success and Prosperity*," for "nothing succeeds like success," and this air of prosperity and success will bring you many friends and customers. If you have disappointments, keep them to yourself: "*laugh and the world laughs with you, weep and you weep alone*." Keep a stiff upper lip and always remember that it is not always *what you say*, but *how you say it*, that does the work. As I have stated heretofore, always be feeling and looking good, and when you are asked, "How are you?" or "How is business?" invariably answer, "Fine and dandy," or some such cheerful phrase. The man to whom you must get so close as to take his order is bound to be influenced to a large extent by the way you feel, so keep him feeling good by feeling that way yourself.

There are no certain rules that will cover all cases, but energy, tact, and enthusiasm are the essential qualifications for success, and when these qualifications are combined with systematic and persistent effort they guarantee success.

INTRODUCTIONS.

Getting Your Prospective Customer's Attention.

It is not always necessary to use a card for the purpose of an introduction to the trade, although they should always be carried, as you might find it advisable to use one on various occasions.

Some houses furnish their Salesmen with business cards which are printed similar to their other printed matter and stationery. For instance, if a house has a well advertised line of goods with a special design or cut, or trade mark, on the labels, etc., if this is reproduced on the Salesman's card, it helps to remind the merchant of the house.

It is of course impossible to describe a definite form of words which a salesman could use in all cases when approaching business men at the first interview. What would

be the proper thing to say to one man under given circumstances might be unsuitable to say to another under different circumstances. The salesman must use discretion and his best judgment as to what his opening remarks will be, at the same time there are certain leading statements to be made which experience has shown to be well adapted to the end in view.

My idea of the best way of approaching new trade is to first find out the buyer's name before entering the store, if possible. You can get this information from the hotel man or one of the clerks in the store. It is advisable to make inquiries so you will be able to recognize him on sight, also as to how long he has been located, etc. Little points gathered by such inquiries will often aid one in gaining an interview and making a sale.

On entering the store, approach the buyer in a confident manner and calling him by name, grasp him by the hand and say: "My name is Blank, representing so and so, New York, of whom you have doubtless heard, or have handled some of their goods; and I have a little proposition of interest to you and would like to speak with you for a few minutes." I now hand him my card, where I am using one, and at the same time, while he is reading it, I get out whatever I have to show him in order to get him interested in my line, and as soon as he looks up from the card I begin to talk on the merits of the article, or articles, I am showing him, and always try to keep his attention by keeping the article I am showing constantly in front of his eyes, or on my line in general, and in this way I nearly always get through with my introductory talk before he has a chance to offer any objections.

Always remember that *first impressions are very powerful*; the success of a salesman is largely dependent upon the manner in which he introduces himself to the buyer. The entrance of an awkward solicitor into the merchant's store or office jars upon his nerves, as a discord offends the ear of a musician. Every man, when meeting another, is aware of either a feeling of attraction or repulsion, either a friendliness or the reverse, without knowing why. The

“character of the man is the magnet,” the center of power, and it is possible for one to develop character by a systematic and persistent effort. Always approach your man in a confident and cheerful manner and do not let him look you down or get you rattled.

It is the little details that count most in life. First, remember always that you are as good as any merchant on whom you call. That your company and your goods put you on a level with any merchant. Therefore, you can hold your head up high. And it is wonderful what this holding the head up will do in the way of increasing sales. Hold your head up! The rule to follow is this:

Have your head directly over your shoulders, so that a plumb line hung from the ears describes the line of your body. Also be sure not to carry the head either to right or left, but vertical. Many men make the mistake, especially while waiting for a prospect to finish some important piece of business, of moving the head from side to side. This indicates weakness.

A study of men discloses the fact that strong men never tilt the head. Their heads sit perfectly straight on strong necks. Their shoulders, held easily yet firmly in correct position, are inspiring in their strength-indicating poise. The world admires nothing greater than a man who knows how to “carry” himself. He has the appearance of independence and fearlessness that compels attention.

In approaching the buyers I do not always use the same introductory words, but vary them to suit the occasion and the man I am talking with, but the words used are always to the same effect. The introduction should be as brief as possible; always try to accomplish it in a business-like manner, and be pleasant and always look your customer squarely in the eye. Be earnest and enthusiastic. A half-hearted manner never makes a favorable impression.

We do not believe that it is a good idea to try to disguise what your business is and disapprove of obscure introductions and all tricks. We believe that a man who has something worth saying and is not ashamed of his business should make known his errand in a frank, straightforward manner.

Remember, the first five minutes of speaking to a man is likely to make or break you as far as that sale is concerned. If you are in any way antagonistic or offensive to him, you have hurt your chances badly from the start. If you have failed to definitely please or attract him, you have not done enough. It isn't sufficient to be merely a negative quantity. You should make a positive favorable impression but not by attempted wit nor cleverness. The only right way to gain a man's liking is to deserve it.

The cultivation of that quality of speech called "unction," which is characterized by a certain *fervor*, is worthy of your close attention. The power of the "Revivalist" in religious work is demonstrated on every hand. His language and manner are usually effectively persuasive. If you do not naturally possess persuasive powers develop them within yourself by a persistent effort.

Do not let the buyer think he knows more about your line than you do yourself, but always be able to answer any question that should arise somehow. In this way you convince him that you understand your line and make a favorable impression on him.

Be a good listener; a good conversationalist talks only part of the time. An argument is not conversation; if possible, always avoid entering into one with a customer. In case a buyer shows a tendency to talk about some special happening or occurrence of the day, humor him, but drift back to business as soon as possible.

Of course, when you are calling on a man that you know, or have sold goods to before, you do not need a card and your preliminary talk is also changed, but it is a good idea to always have a sample to show him so as to get his attention the easier. In this case treat your prospective customer as a friend and old acquaintance, and talk as such on any subject he seems desirous of discussing, then at the right moment get down to business and present your proposition. I do not have any use for the old time way used in approaching customers, such as: "I represent so and so and would like to show you our line"; or, "Is there any chance of our securing part of your business in such

and such line?" or, "Would you like to buy so and so?" The principal factors for success are to see your man, get his attention by some originality, shake hands with him, arouse his interest in your goods or line by showing him something that will pay him a good profit, figure out for him how much he can make and show him how easy he can make it, and don't ask him if he wishes to see your line, but show it to him.

While your man is examining the sample or samples, or your catalogue, do your best to suggest something that will arouse his curiosity and cause him to ask questions, and then you have more than half closed the sale. It then becomes simply a matter of ways and means and your ability to overcome his objections and convince him that he needs additions to his stock in your line and that your house is the one to furnish them. You have then created the desire for the goods in his mind, when all you have to do is to make this desire strong enough to cause him to want to possess the articles more than he does the money that they represent; don't forget that the only reason he is buying is to make a profit, so make your talk on profits and quality strong and he will buy.

Men are "bluffed" into beliefs. To "bluff" a man is to cause him to believe as you believe. It may be assumed that the buyer is constantly on the defensive and that the object of the salesman is to overcome his antagonism. When a salesman approaches a prospective customer, he should observe and determine, if possible, how he can draw his attention from the work on which he is at the time engaged, without bringing his own proposition too directly into the field of the previous work at which he had been engaged. Also approach him boldly and with perfect confidence in yourself and your line and be prepared to overcome any objections he has to offer.

If you use tact and judgment in sizing up your man, and if your introductory talk has been impressive, your battle is more than half won, and all you have to do is to carry it to a close and never wait for the customer to tell you to send him so and so, but suggest that he sign or give you

the order, expecting to get it, and don't take no for an answer when you can avoid it.

PREPARING SAMPLES.

How to Handle Them to Best Advantages.

It is always advisable as far as possible to choose and pack your own samples, where you have a large line, then you are sure that all the different articles are of the finest quality and will bear the closest inspection and are not shopworn, dirty, or damaged articles, which would injure your sales if you should show them to a customer after you had started on your trip and could not obtain others. By packing them yourself, or superintending the work you will know just where each article is located in your trunk which will save you a lot of time and trouble when you go to look for them, and in some cases a customer may want to see only a part of your line, and of course if you know where the articles are located you can get at them quickly without disturbing the rest of your trunk; in this way you will save yourself a lot of time and trouble and at the same time you will know that your line is complete.

In a business where you expect to make the territory often, never choose samples which are of better quality than the goods themselves, as by so doing you will not be able to get future orders; also by all means avoid misrepresentation of your line; and do not "stuff orders," which is a fault that a great many young salesmen have. By being strictly honest and upright you cannot help but succeed, whereas the other way, you may make a good showing temporarily, but it will work to your disadvantage later on. There are too many of the "one trip salesmen" as it is; such men can never go over the territory a second time and are soon "down and out" as the employers and merchants "get onto them" and their crooked methods.

It is necessary that the goods the customer receives should be just as good and look just as well as the samples he ordered from. Where salesmen go out over a territory with "fake" samples, or that are better than the

goods that are shipped to fill the orders, the territory is "killed" for all future orders for that house. In most cases the house has a man pack the samples, and in that case, supervise the work yourself and you will have a better knowledge and understanding of your samples than you would have if you had looked at them for the first time after you had arrived at your first stop in your territory.

DISPLAYING SAMPLES.

Where and How—Leaders—Importance of Having Good Sample Rooms.

Samples are, as a rule, displayed in one of two places; your customer's store, or in a sample room at the hotel. If you have a large line, consisting of several trunks, or have more than one customer in a town, it is advisable to get a sample room where you can display the goods to advantage. Be sure in choosing a sample room to get one that is well lighted and also arrange your samples in such a way so that the prospective buyer can see at a glance all the different styles and grades of goods that you carry. Place your samples in such shape that your Specials or Leaders, are brought into prominence, and then down to those you think the buyer will be the least interested in, so that you can easily explain the merits and the advantages of the different articles. You should post yourself thoroughly on the prices and styles of packing of the different articles comprising your line. As the first point to be gained in making a sale is to get your customer interested in your line, you can very readily understand that by having your samples arranged as mentioned above, he will be able to see at the first glance just the articles that will appeal to him and that will hold his attention.

Where you have a number of different samples which include various grades of the same article ranging in price from the lowest price to the highest, arrange your samples in a systematic manner; that is, all the different samples at one price in one lot and so on, so that when showing

them to customers, you can easily make a comparison of the different articles and at the same time you can readily give him the price when the proper time comes for it. Keep everything systematically arranged and when you are through with one sample or set of samples, put them out of the way so they will not interfere with the next lot you take up. By having some special bargain or leader, which the house gets out, displayed prominently in front of the customer until he becomes interested, you have then what is known as a "point of contact"; in other words you have a common ground on which to work, because you have aroused your prospect's interest or your samples have aroused his interest. This acts as an entering wedge and by taking advantage of this opportunity, you can go right through the entire line with him.

After you once get him started on some of your leaders, or specials, and have succeeded in selling him, take up something else. After you have once commenced operations it will be a great deal easier to make further sales, with the goods that are not quite so attractive to him. Never be satisfied, however, with simply selling him your leader, but after you have once got him started, go through your line thoroughly and sell him everything you can that is adapted to his trade. Avoid as far as possible overloading a customer, in case you have an inexperienced, or easy buyer, for if you do and the goods are left on his hands, he will lose confidence in you and your house; also avoid "stuffing orders" and misrepresentation of the goods.

Entirely apart from the necessity of getting a sample room because you carry a large line of goods, there is another very important reason and that is, it is far easier to sell a man that comes to you than where you go to him. You have his undivided attention, and by having him alone in your room with the avowed intention of looking your line over, you are far nearer the consummation of a sale, much farther, in fact, than if you carried your samples to his store, as there you would run the possibility of his being busy, or of meeting rival salesmen. In the next place, if a man will leave his business and come to the sample room

to look over your line, he has more than half made up his mind to buy a bill of goods; then it remains with the salesman as to how large a sale he can make.

While you are holding a sample room you can pack up a few leaders, or specials, in a grip, or take them under your arm to the stores of customers who are not able to come to your hotel, or do not care to. By this method I have started a good many customers and have sold them good bills, where if I had not shown them the specials that interested them and got them started, I probably would not have sold them at all.

It is a good idea during the busy season to write ahead and engage your sample rooms, several days in advance. The general appearance of things goes a long way at times, and there has been many a good sale put through with goods that were well displayed, that never would have been made if the goods were sold strictly on their merits. Where your line of samples is small and can be carried in one or two grips, or a small trunk, of course, you do not need a sample room, as you can easily move from store to store.

SPECIALTY SALESMANSHIP.

Specialty Lines—How Handled.

In selling specialties, which are usually new articles being put on the market for the first time, or some of the well-known staple advertised lines of goods, or a special article of merit from a regular line, the salesman sometimes has to use very original and ingenious methods to successfully place the article or articles with a majority of the best stores in each town, after which the minority (those who always "have to be shown") will buy because their competitors have the goods and they have calls for them; there is a class of merchants that are always behind the times and will not add an article to their stock until they have had a great number of inquiries for it. Such so-called merchants are not really merchants, but you will find them wherever you go. A small line of articles are usually classed as a

specialty line, whether new to the trade or not ; for instance, coffee, and tea, baking powder or a line of cereals.

Usually these special lines, or articles, are heavily advertised, and while advertising is an aid to the sale of the goods, all the advertising in the world would not sell them unless the merchant has the article on his shelves ; then the name of an article that is prominently advertised will cause the people to ask for it when they see it there, if for no other reason than to satisfy their curiosity as to what it is, particularly if it is a new article. It is, therefore, up to the salesman ; he is the man behind the gun, so to speak, who must place the goods on the shelves of the leading stores in each town, and as a specialty salesman usually does not cover a territory but once with the same line, he has got to make his showing while he is going over it, or never.

Merchants, as a rule, object to buying an article for which they do not have calls, so it is rather a tough proposition until the salesman *learns how to sell them* in spite of the fact that there is no demand for the article, and in these lines is where a Salesman *really is a Salesman*. The writer has introduced many brands of goods with which everybody is familiar at the present time, but which nobody knew anything about in the beginning, and I will say that the most effective method I have ever discovered of overcoming the merchant's objections, because he had no demand for the goods, is to first introduce myself as I would in a staple line and then present my proposition in as strong a light as possible, explaining all the good qualities of the goods and telling him that a majority of the merchants in the surrounding towns all handle the goods and have a nice sale on them, and if possible show him signed orders from other merchants, and if that don't work, I find out just what his objection is and then proceed to overcome it by explaining good points that overcome the possible bad ones he has picked out. In answer to the old complaint that there is no demand for the goods, I ask him if he had waited until he had calls for every article that he now has on his shelves, before he bought it. He is forced to admit

he did not; then I tell him that all the live, up-to-date, successful merchants have become such by taking chances and handling up-to-date goods; *that the people want a change once in a while*; I then praise up his store, etc., and tell him that if the other good stores can sell the goods, he can also, and in fact that a clerk behind the counter can sell anything if he has any ability at all, but that in this case the advertising and the merits of the goods themselves sell them for him and that he takes no chances, as it is not a question of their *selling*, once they are on his shelves, but simply a question of *how much* he will sell and how soon he will re-order.

Try to be as pleasant as possible, yet be firm and don't let your opponent best you in an argument and you will nearly always sell him, because he admires your ability and you have convinced him that *you are a Salesman*. The above is an illustration of one of the supposedly hard and difficult cases, but there are many easy ones, and once you get started you will have no trouble in getting the orders. After you get an order from one of the leading dealers in each town, you can, of course, use that as a leverage to get the others with, as many of them will say, "Well, if Brown bought it, it must be all right." It is simply a case of getting them started. I have always made it a point to never misrepresent goods of any description, and I find out all the talking points about them, and firmly believe in the goods myself before I try to sell them, with the result that I am nearly always successful, and so will you be if you will work along the same lines.

Whether you sell Cigars, Groceries, Cash Registers, Adding Machines, Clothing, Scales, Safes, or what not,—*save your man money*. Figure out how you can do it. Then "SHOW" HIM. Having shown him you'll sell him. Sure!

In selling specialties always find out all the talking points of the article, or line, and arrange them in such a way that they make an effective argument and firmly make up your mind that *you are going to sell* and you will succeed, no matter what your line may be, if it has merits.

Good Specialty Salesmen are exceedingly scarce and earn large incomes, as high as \$250 to \$1,000 a month, and the writer has frequently made on a commission basis from \$500 to as high as \$1,500 a month. "Always put your best foot forward and keep it there," is the motto of the Successful Salesman in any line.

TRANSPORTATION.

How to Work Your Territory Economically.

One of the chief items of expense in regard to traveling on the road is railroad fares, and the matter of getting to your territory and covering it with as little expense as possible is well worth your consideration, as you can make a saving of a good many dollars every trip you make in this way. Nearly all steam railroads in the central states now have on sale mileage books, good for one and two thousand miles, at 2 cents a mile, to be used within one year, but in many of the states the local fare is the same, and in that case you would not make any saving by buying a mileage book, only it is more convenient and saves you the time and trouble of buying local tickets. In some of the other states, however, the fare is 3 cents and in a few 4 cents a mile if you pay local fares, but nearly all the roads in these states have these mileage books on sale; in some states the price of the mileage book is \$50 for a 2,000-mile book, with a rebate of \$10 when the mileage is used, upon the presentation of the cover to the proper official of the railroad companies. Commercial Travelers in western Canadian Territory should apply for membership in the Northwestern Travelers Association, of Winnipeg, Man. Those in eastern Canada should apply to the Commercial Travelers Association of Canada, at Toronto, Ont. Memberships allow the holder to travel over all roads in Canada for $2\frac{1}{4}$ cents a mile with 300 pounds of baggage free. The membership costs \$10 a year and in addition to the above, carries an accident policy.

The Interurban, Electric lines are now getting to be a very important factor in the transportation problem, and as their rates are usually lower than the steam roads, you can save considerable by using them; as they also make

trips oftener than the steam roads do, you can also save considerable time as well in getting from town to town in your territory. These lines surround nearly all the large cities in the United States and form connecting links with all the smaller towns for a great many miles around. They are more convenient for getting from place to place quickly, also cleaner, more reliable and cheaper, the cost of transportation never being over 2 cents a mile and often less than that.

During the summer there are very often excursion rates from one point to another which can be taken advantage of and a considerable saving made, also where there are steamboats in operation, the rate is only about one-half that of the steam roads, and this can be taken advantage of if you are not in a hurry to reach your destination. Always be careful when you are purchasing transportation from other than regular agents of the transportation companies and investigate so as to avoid any possibility of buying fraudulent tickets.

HOTELS AND RATES.

Importance of Stopping at First-Class Hotels—Commercial Rates.

The matter of Hotels and Rates is one of the most important to be considered by the Traveling Salesman. Always stop at a hotel where you would not hesitate to have your best customer call on you. Stopping at a first-class hotel adds considerable to the prestige of a salesman, particularly when he is on his first trip, so it is a good idea to be registered at a first-class one, as it is very likely that you will be asked where you are stopping, and also that some of your customers may call on you there.

When you are not acquainted with the hotels over your territory, you can nearly always find out which is the best one in each town by asking the other Traveling Men you

will meet, that have made the territory, or in nearly every first-class hotel or Pullman car throughout the country you will find a Hotel Guide, that will give you the names and rates of the best ones in each town, or you can get a Hotel Guide by sending \$3.00 to the Hotel Red Book, Grand Union Hotel, New York City. Some houses limit their salesmen to \$2.00 a day for hotel expenses, and in that case stop at the best you can find for that price. You are judged very largely at first acquaintance by your appearance and the place where you are stopping; while it is not necessary to always stop at the best hotel in a town, it usually pays to be registered at one of the best ones. It is a good idea to have a railway and hotel guide, as it will assist you in making out your route list and in having your mail properly directed, so you will be sure to receive it.

In case you should register at a hotel that doesn't suit you it is a very easy matter to make a change. If you expect to be in town two or three days, or more, ask the clerk for rates, telling him that you expect to be there for some time, etc. As many of the hotels cater to the "Commercial Trade," you will likely get a special rate, so tell them that you expect to make the town at regular intervals and want a good room. Usually the \$2.00 a day houses do not cut their rates unless you stay a week, but nearly all the higher priced houses make a "Commercial Rate" of \$2.00 a day for a stay of two or three days.

If you expect to make a long stop in a town and have a large line of baggage, always write ahead several days and engage your room and sample room, which usually costs \$1.00 per day extra, although some hotels make no extra charge for this service, particularly during the busy season; tell them what day you will arrive and your quarters will be waiting for you, and in this way you are sure not to be delayed in waiting for a sample room, and will also get better quarters for yourself than you would be likely to otherwise. Do not be the least bit backward about asking for what you want, either, as there is very little given that is not asked for. Once you have an established trade in a

town, stop in the locality, or as near as possible to your customer's stores, providing you can get first-class accommodations for yourself and your goods.

LIVERY, DRAYAGE, BUS, ETC.

When to Use Livery.

When it is necessary for you to use livery teams to make time in getting to the smaller towns, or to the towns that are not on the railroad, where you have no established trade, always ask for commercial rates, as in that way you can save considerable; also try to get some other salesman to "double up" with you and make the same trip, as it will cut the bill in half. Once you get an established trade in the smaller towns (where you carry heavy baggage), you can usually get your customers to come in and look over your line at some of the larger county seat towns, by writing them a few days ahead and telling them when you will be there. If they do not have to come too far you can well afford to pay their hotel bills while they are buying, as that would be cheaper than you could go to see them. Of course, this only applies to lines where the salesman carries heavy trunks of samples and cannot move them around very handily; in all other lines, where you have nothing but grips to take with you, you can make two or three and sometimes more of the smaller towns in a day, either working off the freight and passenger trains or by driving or both ways. By looking up some other salesman to make your drives with you, you can of course reduce the expense one-half, and in many cases it is no trouble at all to find a man that will double with you.

Where you carry sample trunks they will have to be hauled back and forth from the depots to the hotels and vice versa, the usual charge for this service is 25 cents for each trunk for the round trip, and if the drayman attempts to charge you more, object very emphatically and he will usual-

Iy come down. Sometimes, however, in the larger cities, you may have to pay 50 cents each.

You will also have to use Excess Baggage Coupon Books in the United States where you have over 150 pounds of baggage; you can get these books at many railroad stations; they contain \$12.50 in coupons, for which you pay \$10, and when you check your trunk from one town to another the baggage agent will tear out enough coupons to cover the excess at the rate of $\frac{1}{6}$ of the price of the ticket to your next stop, for each one hundred pounds of baggage or fraction thereof, in excess of the 150 pounds you are allowed to carry free. This Excess Baggage Coupon Book you should buy when you leave the house and afterwards as you need them, charging them up as one item in your expense account, and sending in the covers as vouchers when you have used the coupons. Some roads charge $\frac{1}{6}$ of the price of the railroad ticket for every hundreds pounds of excess baggage instead of selling a coupon book. For instance, the cost of the ticket is \$5.00— $\frac{1}{6}$ would be 83 $\frac{2}{3}$ cents. If you had 200 pounds of excess baggage, it would amount to \$1.67. Bus fare from the depots to the hotels is generally 25 cents for the round trip.

Salesmen do not have to carry as much excess baggage as they did a few years ago, as merchants find in some lines that a catalog or book showing illustrations of the articles will do just as well. It used to be the custom for clothing manufacturers and wholesale dry goods houses to start their salesmen out with several big, heavy trunks, the handling of which caused a great deal of delay and inconvenience. Nowadays, when a clothing salesman, for instance, goes out over his territory, you will find that the amount of baggage he is required to look after is reduced to a minimum, and the samples of goods are shown by "swatches," which are pieces of the various patterns and qualities of cloth (which go into the suits) pasted on cards, and he only carries a few sample garments to show style, workmanship, etc.

THE SALESMAN AND PRICES.

Why He Should Maintain Prices—Quality.

In a good many cases you will find that the customers will claim the prices of your goods are too high. This argument comes up quite frequently, and especially after all other objections have been overcome, and of course is done for the purpose of getting the salesman to cut the prices, which would mean so much more profit to the retailer and so much loss to your house; you have got to make your house a profit on the goods you sell for them or they cannot long afford to keep you on the road. If your customer makes such a statement, tell him that your prices are as low, commensurate with the quality of your goods, as that of any other house, and lower in a good many cases. If he still claims he can buy the same goods cheaper, tell him they are a cheaper grade of goods and that yours is the lowest possible price on such a quality, as your goods are manufactured at the minimum of cost and sold at the minimum of profit, and, furthermore, that your goods will sell far easier and give better satisfaction than those he has in mind. Never cut your price, nor your commission, or profit on the goods; remember that a "wooden man" can sell goods if he uses *price cutting* as his lever.

Sell your line strictly on its merits and when you have any special deals, use them as your trump card to get a customer started to buying. When it is a case of price cutting that stands between you and your getting the order, convince your customer that your prices are right and that your goods are fully worth it, or lose the order. By being firm in this respect will mean future orders for you, as this argument is always tried on a new salesman by the buyers to see how far they can go with him.

A salesman was recently showing a line of shipping tags to a merchant, and to each one of the samples the merchant would say: "I can buy as good a quality as that cheaper somewhere else." The salesman finally was forced to go at him in this way. He said: "Mr. Blank, if you are such a good buyer and can get your supplies at such low

prices, you certainly ought not to be running a small place of the dimensions you own now. Furthermore, I should think a man with your wonderful business ability would be manager for some million-dollar corporation at a \$10,000 a year salary. Now, I maintain that comparing quality, my goods are worth as much or more than any other similar line on the market."

Of course this was rather strong talk to put up to the merchant, but the salesman was forced to call his bluff. The salesman, knowing his business and being familiar with his competitor's goods, was well posted in every respect; therefore knew that the merchant did not know what he was talking about. Of course, we do not advise such tactics as this to be used at all times, but at the same time, the salesman must show that he knows all about his goods and be able to answer any objections that might be raised in the matter of high prices.

It must be remembered always that it is not the price of an article which is important, but the *reason* for the price. This is one of the backbone truths in merchandising, and when once a seller gets a firm hold on this fact, and is able to apply it in its highest efficiency, he will win out in the selling game.

A salesman once took out a line of Cocoa—a well known, advertised brand—but in calling on the grocery and jobbing trade, he found that he could not sell his goods as readily as he expected. It appears that his goods were six cents a pound more than his competitors. Back to the salesmanager he went stating that the price was a "sticker." The salesmanager said, "Yes, I know our price is higher, and from your standpoint, it ought not to be more than our competitors.' But, did you stop to think that there must be a *reason* for this higher price we ask?" The salesmanager then pointed out the superiority of his article over the cheaper competitor's cocoa, and the salesman then had no trouble selling his line, because he could explain the reason for it, and demonstrate why it was worth more.

You have a fixed price for the articles you sell. Re-

solve when you enter a man's place of business, that you will name that price when the proper point in the sales talk comes and that you will stick to it. Do not argue the matter, and always let him understand, that the *price is the one point you cannot debate*.

Show him where the goods possess quality, and the prompt service you can give him in the way of delivery, but make him feel that the price of the goods is something that you cannot alter under any circumstances. Make him understand that you have no authority to do it.

PRESENTING YOUR LINE.

Make a "Hit" With It—How to Display Your Samples or Goods to Best Advantage.

When you are presenting your line for the first time, try in every way possible to make a "hit" with it. That is do not be satisfied with just merely getting an order for a few articles, but try as hard as you can to get into the good graces of the merchant or buyer. This not only means a larger order at the time, but future orders also. There are any number of ways that can be used, but the principal thing is to *make the effort*, for if you do not make any effort to please the buyer as well as to sell him, you will never get into his good graces.

The more friends you make the greater will be your success as a salesman. Some persons may have an idea that entertainment goes a long way toward accomplishing this end, and so it does in some cases, but that method takes both time and money and, furthermore, it does not always work successfully. Salesmen of today do far less entertaining than was the custom several years ago. I do not say that it is entirely wrong, or that it is not necessary in some cases, but it is not done to the extent it was in former years; in fact, most of the houses nowadays object very strenuously to buying a dealer's trade.

There are further particulars regarding entertainment in the next section of this course. An occasional dinner or cigar, or a theater ticket is not objected to by any

first-class house when necessary, or advisable, and little attentions of this kind will often make the buyer your friend, when he is more liable to stretch a point in favor of your goods in competition with other salesmen. As an illustration I will cite a little incident that happened to the writer a number of years ago.

There was a certain large Department Store in a Western city that I had called on, on two different occasions, without getting an order, as the proprietor was prejudiced in favor of a Chicago house, which was the leading one in that line in the country, while my house and line was small compared to it. I happened into the store one Saturday evening and was talking with the buyer in my line, who was a friend of mine, but he had very frankly told me that he could not buy from me (although he wanted to), because the proprietor wanted to patronize this other house. I told the buyer I was going fishing with the hotel man the next day, up the road a few miles, and asked him if he did not want to go along, as there was going to be an excursion. He said he would be only too glad to go with me, and while we were talking, Mr. W——, the proprietor, stepped up and asked what was going on; when I told him about our fishing party and asked him if he would like to join us, he immediately said "yes"; that his family was away from town and that he would be glad to get the chance for a little outing. He then asked me what my line was, and I told him that I had called on him twice before and tried to sell him, he laughed, and told me that they bought everything in that line from Chicago. I then told him about a few Specials I had with me in ladies' hosiery and that I would like to have him look at them on Monday, and he promised to do so, although he said it would be useless for him to do so as he had "bought up" (had ordered) all he needed.

Well, the result of the next day's outing was that I made a friend of him, and on Monday, when I got him and his buyer up to the "sample room," he thought I was such a good fellow that I sold him a nice bill of goods.

He later instructed his buyer to give me all the business he could, as "I was a nice fellow," and he didn't like the salesman for the Chicago house. At the same time he knew that he had to pay my house a little more on lots of the goods than he could have bought them from the other house for. He afterwards proved to be one of my best customers, whereas the house I was with had never sold him a dollar's worth of goods before I went with them. In fact, I increased their trade over the territory over 200 per cent in two years. By keeping at it and hunting for ways and means, and being persistent, success will crown your efforts every time; treat the buyers nicely and continue to explain the fine points of your goods and your opportunity will come sooner or later, and when it does, be ready to improve it.

The reason you should display your samples in a neat and attractive manner is the same as if you had a store and realized that a nice display attracts the eye. Merchants have discovered this important point, and you will note that a great deal of attention is given to window displays by progressive merchants.

For instance, if you had a line of fancy embroidered goods, shawls, laces, etc., and had a merchant looking them over in a sample room, you can realize how highly important it would be for you to have them arranged in a systematic order, so that you could easily put your finger on any sample regarding which he might ask or which he might wish to see. As a rule, if a merchant is interested in some of the samples you show him, he will throw them to one side to be considered later.

In case you are selling goods from a catalogue and were not sure just what quality of goods your prospective customer handled, it would be safer not to show him a cheaper line first, but to begin with the highest priced and best goods you have and work down to something that he could use. Of course, if you can "size up" his place and get a fair idea of what line of goods he handles you can begin showing him right at the start the line of goods which would interest him.

The way a Cigar Salesman usually works for example, is to walk into a dealer's store and look over the cigars in his showcase very carefully. After a little experience he is familiar with most of the brands sold in the territory he is covering. Now, by noting what lines the merchant carries, and knowing their prices as compared with his own, he can begin at once to show him some of his own samples which are the same or nearly the same in quality and price as those the dealer has on hand, and by talking superior quality and workmanship and the popularity of the brands he can persuade a buyer to put his line in.

SUGGESTIONS.

Nature of Your Suggestions—Their Importance.

The principal point to be gained in trying to convince a man that he should handle your goods, or proposition, is to show him in every way that is possible that he *can make more money by buying* your line than he can by handling others. Merchants are in business to make money, and the only reason that you can interest them in your goods, or proposition, is due to the fact that they are after *profits*. If you carry a line that they already have in stock, but are buying from some other house, talk quality to them if the goods they have are cheaper than yours. But if there is no difference in the goods themselves, talk price; show them in a logical manner *how they can save money* by using your line, inasmuch as they can better please their customers and increase their trade through the quality of your goods. It is a poor rule that will not work both ways and as you are doing the talking, you really have the advantage over the other man and can convince him if you stick to him.

After you have seen his line and demonstrated your own to him, be ready to instantly meet and overcome every objection he may bring up. Give him illustrations and by reasoning with him and being logical and positive, and at the same time courteous, you can bend him to your way of thinking.

That is the whole battle, in fact, to cause the merchant to think as you do, in regard to any proposition that you may

have to offer him and which he has never before handled. Figure out your line of campaign and then go at him with the assumption that you are going to both *make and save him money* and you will win. I gave up trying to figure out just what words I was going to say a long time ago, but it is easy to figure out in a general way how your line or proposition can and will be of advantage to him and increase his profits.

Knowing this, use whatever language that you think the best, or that happens to come to your mind and that is adapted to the business. In this way you will not have to stop to think of words that you have forgotten, but the power of a "suggestion," couched in good, strong, original language, is always effective.

The expression, "The Power of Suggestion" has been commanding a great deal of attention and study in the business world in the past few years. A suggestion has the most value when made at the right moment. If you have a particularly attractive line of goods and which you know will make a fine window display, or which the public has taken a great fancy to, make this suggestion to the merchant if you see that he is not becoming interested in your line in the regular way. It all depends on what your line is and the kind of a man you are dealing with as to what your suggestion would be.

In showing a man where he can both make and save money by handling your goods, have some facts and figures handy so that at the right moment in your demonstration, you can put them down on paper and show him in black and white why he should buy your goods. This method has won thousands of sales.

Here is a good suggestion for any salesman.

Make a note each day (on a convenient tab that can be easily referred to) of all the profitable articles that you desire to sell that day, and never let a single opportunity pass of suggesting these articles to your customer. It is a fine habit to cultivate.

Wonderful is the power of suggestion—**acting on a good suggestion and making others act.**

Suggesting and selling the goods that boosts the average profit of your buyer and employer. The doing what we should each day instead of doing only what we MUST, remembering always that our value, like charity, begins at home, and that our value consists in our useful service each day to all concerned in our transactions, always leaving your customer so that both will realize the meeting has been profitable.

The wholesalers and retailers usually have to sell so many articles that don't pay, that they must keep constantly in mind the articles that do pay in order to succeed. It is for the wholesale salesman to suggest these articles to the retailers, so that the retailer will suggest them to his customers by proper display, etc.

The order-taker is one who is led by the buyer. The salesman is one who leads the buyer. The salesman always presents his goods to the buyer in such a way that he realizes all the good points and advantages to be obtained in buying them.

The buyer is the judge who decides the case after the evidence is in. The salesman will never throw a wet blanket on his enthusiasm by thinking that anyone can sell the goods better than he, nor by feeling that the buyer does not want his product or could not sell it if he bought it. These are negative qualities. A salesman to be successful must cultivate the positive qualities of confidence and self-reliance—a knowing that the buyer will think as well of his merchandise as he does.

The salesman should have a keen sense of values, and know where his goods can be placed to the best advantage. There is a place for all merchandise. It is the salesman's business to find the right place. The salesman should keep in mind the fact that he helps himself by helping others; that his best interests are served only when his employers and customers are benefited.

It is not the order that comes easy that helps; the orders that seem to come hard are the ones that develop the salesman. It is a pleasure for a salesman to compel

a buyer to his advantage. The reward is in knowing that he has done good work.

DISPLAYING GOODS.

Why a Merchant Must Display Goods to Be Up-to-Date.

If a Merchant is handling your goods, make a special effort to get him to display them, so they will get all the publicity that is possible, as, of course, that helps very largely to sell them. Furnish him with any advertising matter you may have, or what is better, put it up yourself, when you can, where it will be seen and do the most good, in points of advantage in his store. You can easily understand that if you sell a merchant a bill of goods and he puts them down in the cellar until they are called for, it would be a long time before he would need any more; on the other hand, if he will display them and place cards around in the store, or in his windows, calling attention to the merits of the goods, and instruct clerks to "push them," he will not only sell them quicker, but will create a demand for them which means future orders.

The public as a rule is very friendly to display advertising, and feels obligated to ask for the goods that are heavily advertised, and in almost every case a customer will ask about an article that is advertised when they see it on the merchant's shelves, so do not fail to give special attention to this feature of the disposal of your line of goods, and tell the merchant to tell his clerks to recommend the goods often, after which the merits of the goods themselves, together with the advertising, will do the rest and bring them back for more of the goods.

In working up a trade in a new territory, first know your line thoroughly, and be able to talk it intelligently and enthusiastically. In order to hold the trade, once you have gained it, you must make friends of the Merchants and Buyers themselves; give them good service and see to it that all their grievances are promptly and satisfactorily attended to, also that your firm gives them courteous treatment.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

OPPORTUNITIES IN SALESMANSHIP

Do I look upon Salesmanship as an opportunity to render a real service to mankind?

Do I know that the demand for competent Salesmen far exceeds the supply and that the better my preparation the greater will be my opportunities?

Do I realize that advancement comes through self-development and that Salesmanship gives unlimited opportunity for education and development?

Am I determined to make the most of my opportunities in selling—to develop my ability—to tackle the biggest problems that it offers?

Do I have the “I Will” spirit that will push me to the front and enable me to make good and win out on my merit?

HOW TO STUDY

Have I made my plans to study regularly and systematically—to master every lesson of this Course?

Do I concentrate on one point at the time and think about it until the idea becomes a part of my daily practice?

Am I willing to sacrifice time and pleasure in order to win success?

Do I take advantage of every opportunity to study, at home, on the cars, during lunch hour or while waiting for others?

Am I taking care of my body so I can think better, learn faster, have more ambition and make surer of my success? Am I always ready to learn, regardless of how much I think I know?

SALESMANSHIP

Do I take an honest pride in the profession of Salesmanship and am I determined to be an honor to it rather than being honored by it?

Do I look upon competition and other obstacles as an opportunity to develop my selling ability?

In selling goods do I study the needs of customers to see how many wants I am able to supply?

Do I look upon Salesmanship as a means of advancing civilization and of raising people's standards of living?

Have I decided to make knowledge and action the basis of selling and not to trust to luck or guess work?

Do I realize that the Salesman who profits by the experience of others has the advantage over those Salesmen who depend upon their own experience alone?

Am I convinced that service and satisfaction to the customer are the foundation of permanent success in selling?

Am I a progressive Salesman, ready to take on new ideas and methods that will improve my efficiency?

Am I working to be an original, creative Salesman and not merely an order taker?

Have I set my goal to reach the highest position that my line can offer and am I willing to study and work to reach that goal?

EDUCATION AND EXPERIENCE

Do I believe in my ability to make good in selling?

Am I taking advantage of every opportunity to improve my education and develop the powers which I possess?

Am I storing my mind with facts which I can use to improve the quantity and quality of my work?

Am I determined to test out and apply what I learn and convert good theory into useful practice?

Have I decided on the class of goods that I believe I can sell most successfully?

Do I realize that education for Salesmanship fits me for success in any line where I am obliged to meet and handle people?

Do I put solid thinking into my reading and stay with each point till I have mastered it?

Am I developing my body, mind and will to fill the higher positions that lie before me?

Do I study the things about me, read good books, attend lectures, learn from others and keep my mind supplied with the kind of knowledge that generates power?

Am I determined to master the contents of this Course so I can apply it effectively in my work of selling?

PERSONALITY

Am I developing a strong, positive personality that will enable me to control my own weaknesses and overcome the negative states in the customer?

Have I made up my mind, whatever else I do, to live right and be a credit to my firm, my family, my friends and myself?

Do I have that kind of optimism that radiates good cheer and inspires those about me with renewed friendship and courage?

Do my thoughts, feelings and actions urge me forward to the goal of success in selling?

Have I developed the work habit that will enable me to stick to it and produce results when genius itself seems to fail?

Have I the courage that fears nothing, the determination that accepts no failure, the self-confidence and enthusiasm that spur me on and the conquering spirit that never dies?

Am I cultivating those qualities of body and mind that will keep me at the top and enable me to render greatest service to others?

Am I promptly on the job to look after my customer's interests knowing that in the long run I am looking after my own interests?

Am I always fair and loyal in my dealings and do I handle others with that tact and diplomacy that bring both profit and good will?

Am I developing all my qualities in harmony so as to produce a well balanced personality?

MARKS OF A GOOD SALESMAN

Will I insure my success by gaining a thorough knowledge of myself, my goods, my customers and my field of work?

Do I know that I have the power to accomplish almost any desire if I only set about to do it?

Do I know as much about my competitor's goods as my competitor himself and still more about my own?

Do I study constantly human nature to learn what will appeal to a customer and what will repel him?

Do I know the stages through which the mind of the customer must pass in coming to a sale and what to do to bring about those mental conditions?

Do I know my field so well by study and actual experience that I can cover it with the least amount of time and effort and with the largest volume of sales?

Do I believe in myself, in the goods I am selling, in the house that I represent and in the possibilities of my territory?

Do I look upon the best side of every condition and make the most of it?

Do I feel my responsibility to society and study to find what I can do to advance its interests?

Do I conduct myself in a businesslike manner, handle my goods with dispatch, enthuse the prospect when he grows indifferent, keep cool when antagonized and act the gentleman on all occasions?

RELATION BETWEEN PRODUCER AND CONSUMER

Do I have a clear vision of what I would do, if I were thrown upon my own resources?

Would I know how to introduce a new article and get it upon the market?

Do I see how a Salesman can at the same time work to the best interests of the producer, the consumer and the middleman?

Do I bring together the needs of the consumer and the service of the producer and combine the various factors in such a way that all concerned will be satisfied? (That is the essence of Salesmanship.)

Do I know that the customer seldom takes the initia-

tive in buying but that he is always ready to be shown the value of a proposition and to be properly sold?

Do I know that old methods will no longer win in a big way and that the wide-awake Salesman always seems to have something new?

Do I work hard on the one best form of advertising—the good will of the satisfied customer?

Do I cooperate with the House in every way possible to make my service more valuable to them?

Do I use my initiative to develop new sales plans and to devise more effective ways of reaching the customer?

Do I keep my eyes and ears open, make friends and find ways and means for cooperating with the trade?

SECURING A POSITION

Do I know how I would proceed if I were endeavoring to secure a position?

Have I developed the self-confidence that would enable me to approach my prospective employer and convince him of my ability?

Do I study newspaper want ads to see how the best ads are written?

Do I know the qualities that an employer likes to see in a Salesman and am I determined to develop those qualities to a marked degree?

Do I know how to talk to the point and tell a long story in a few words?

In going after a position do I use the same Salesmanship that a Salesman would use in landing a new and difficult prospect?

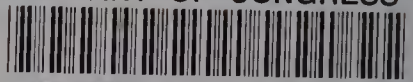
Do I analyze the job and sell myself on my ability to handle it before I undertake to sell my prospective employer?

Do I learn the special requirements of the position I have in view and analyze myself to see how fully I can meet those requirements?

Do I dress the part, act the part, find the right man to talk to and use my resources, experience, training, education and the help of agencies, references and if necessary the influence of friends in landing the position I have in view?

Am I going to make this Course my constant friend and companion and my special counsellor to help me over the difficult places? Am I ready to do my part?

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